



**The Meeting Transcript of
The Los Angeles County
Board of Supervisors**



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1 LOS ANGELES COUNTY BOARD OF SUPERVISORS
2 TUESDAY, FEBRUARY 19, 2013, 9:00 A.M. AND 1:00 P.M.

3
4 [REPORT OF ACTION TAKEN IN CLOSED SESSION TUESDAY, FEBRUARY
5 19, 2013 ON PAGE 98, READ BY SACHI HAMAI, EXECUTIVE OFFICER]

6
7
8
9 **SUP. RIDLEY-THOMAS, CHAIRMAN:** GOOD MORNING AND WE WELCOME YOU
10 TO A SPECIAL MEETING OF THE BOARD OF SUPERVISORS. IT IS OUR
11 REPORT BACK ON THE CITIZENS COMMISSION ON JAIL VIOLENCE; THAT
12 IS THE IMPLEMENTATION MONITOR. IT IS THE THIRD REPORT. TAKE
13 NOTE OF THE SERGEANT AT ARMS IS IN PLACE AND COUNTY COUNSEL,
14 EXECUTIVE OFFICER AS WELL AS CHIEF EXECUTIVE OFFICER AND WE
15 ARE NOW IN ORDER TO PROCEED. MADAM EXECUTIVE OFFICER.

16
17 **SACHI HAMAI, EXEC. OFFICER:** MR. CHAIRMAN, MEMBERS OF THE
18 BOARD, THE ITEMS BEFORE YOU TODAY ARE S-1 AND S-2, THEY ARE
19 BOTH REPORTS.

20
21 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU. AS A QUORUM IS
22 ESTABLISHED. WE PROCEED NOW TO OUR IMPLEMENTATION MONITOR.
23 GOOD MORNING.

24



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1 **RICHARD DROOYAN:** GOOD MORNING, SUPERVISOR RIDLEY-THOMAS. GOOD
2 MORNING. FOR THE RECORD MY NAME IS RICHARD DROOYAN, I'M THE
3 IMPLEMENTATION MONITOR ON THE CITIZENS COMMISSION ON JAIL
4 VIOLENCE RECOMMENDATIONS. SINCE MY REPORT TO THE BOARD IN
5 DECEMBER AND THE SECOND WRITTEN REPORT LAST MONTH, THE
6 DEPARTMENT HAS CONTINUED TO MAKE PROGRESS IN IMPLEMENTING THE
7 RECOMMENDATIONS OF THE CITIZENS COMMISSION ON JAIL VIOLENCE.
8 TO DATE, THE DEPARTMENT HAS IMPLEMENTED 25 OF THE COMMISSION'S
9 60 RECOMMENDATIONS THAT WERE DIRECTED TO THE DEPARTMENT. IT
10 HAS PARTIALLY IMPLEMENTED ANOTHER 16 RECOMMENDATIONS. AND IT
11 IS IN THE PROCESS OF IMPLEMENTING ANOTHER 17. SEVEN OF THOSE
12 SEVENTEEN IN PROCESS RECOMMENDATIONS HAVE REQUESTS BY THE
13 DEPARTMENT FOR ADDITIONAL FUNDING AND TWO OF THE
14 RECOMMENDATIONS HAVE NOT STARTED OR ARE ONLY IN THE EARLY
15 STAGES ALSO HAVE FUNDING REQUESTS FROM THE DEPARTMENT.
16 ESSENTIALLY, TO DATE, THE DEPARTMENT HAS SUBSTANTIALLY
17 IMPLEMENTED THE RECOMMENDATIONS THAT DO NOT HAVE A RESOURCE OR
18 FUNDING COMPONENT. AND I WILL WALK THE BOARD THROUGH EACH OF
19 THE CATEGORIES RECOMMENDATIONS OF THE COMMISSION. [SILENCE.]

20
21 **RICHARD DROOYAN:** THE FIRST CATEGORY IS THE USE-OF-FORCE
22 RECOMMENDATIONS. AND AS YOU SEE, MOST OF THESE HAVE BEEN
23 EITHER IMPLEMENTED OR ARE PARTIALLY IMPLEMENTED. AND MANY OF
24 THE PARTIALLY IMPLEMENTED WILL BE IMPLEMENTED WITHIN THE NEXT
25 30 DAYS. THEY REALLY GO TO THE WAY IN WHICH THE USE-OF-FORCE



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1 MANUAL WAS DRAFTED. THE DEPARTMENT PUT TOGETHER A
2 COMPREHENSIVE USE-OF-FORCE MANUAL. IT'S ALL OF THEIR POLICIES
3 AND PROCEDURES RELATING TO THE USE- OF-FORCE ARE IN THE
4 MANUAL. BUT THE MANUAL IS SOMEWHAT CUMBERSOME AND IT'S HARD TO
5 USE. AND OVER THE LAST MONTH AND A HALF, I'VE BEEN WORKING
6 WITH THE DEPARTMENT TO SIMPLIFY THE USE- OF-FORCE MANUAL. AND
7 I HAVE A GOAL OF HAVING THIS DONE BY THE TIME THAT I APPEAR
8 BEFORE THE BOARD NEXT. AND THAT WILL IF WE'RE DONE BY THEN,
9 THEN RECOMMENDATIONS 3-1, WHICH IS THE MANUAL ITSELF AND 3-5,
10 3-6 AND 3-7 WILL BE COMPLETED. THE DEPARTMENT DOES HAVE A
11 POLICY THAT REFLECTS THE FORCE- PREVENTION PRINCIPLES, THE
12 ANTI-HARASSMENT PRINCIPLES, THE OBJECTIVELY REASONABLE
13 STANDARD, PREFERENCE FOR PLANNED, SUPERVISED AND DIRECTORY
14 FORCE AND FOR SPECIAL NEEDS. SOME OF THESE, HOWEVER, AS I SAID
15 JUST NEED TO BE CLARIFIED A LITTLE BIT MORE IN THE USE-OF-
16 FORCE MANUAL. IT IS GOING TO TAKE A WHILE, NUMBER 3.8 FOR THE
17 DEPARTMENT TO COME UP WITH A SINGLE, RELIABLE, AND
18 COMPREHENSIVE DATA TRACKING SYSTEM. THEY HAVE NOT STARTED
19 THIS. THEY HAVE A THREE MILLION DOLLAR FUNDING REQUEST FOR
20 OVERHAULING THE DATA TRAFFICKING SYSTEM. THE DEPARTMENT HAS,
21 HOWEVER, STARTED TO MODIFY THE PERSONAL PERFORMANCE INDEX, THE
22 P.P.I. DATABASE, THAT TRACKS THE PERFORMANCE OF INDIVIDUAL
23 DEPUTIES SO THAT BY SEPTEMBER, THE DEPARTMENT BELIEVES THEY
24 WILL BE ABLE TO TRACK INMATE GRIEVANCES BY DEPUTY NAMES IN
25 P.P.I. AND THIS HAS BEEN A BIG ISSUE FOR A LONG PERIOD OF



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1 TIME. IN THE INTERIM, THEY ARE TRACKING THESE GRIEVANCES IN
2 THE FAST DATA SYSTEM BUT THAT IS NOT LINKED SPECIFICALLY TO
3 DEPUTY NAMES. THE DEPARTMENT IS ANALYZING INMATE GRIEVANCES
4 REGARDING THE USE OF FORCE. THEY HAVE NOW STARTED USING A RISK
5 MANAGEMENT LIEUTENANT AT THE DIVISION LEVEL, AND THEY ARE IN
6 THE PROCESS OF IMPLEMENTING THIS RECOMMENDATION AT THE UNIT
7 LEVEL, MEANING THE JAIL FACILITY LEVEL. THE NEXT IS THE USE-
8 OF-FORCE STATISTICAL DATA. THAT IS BEING RIGOROUSLY ANALYZED
9 BY THE DEPARTMENT. I'VE SEEN THE REPORTS THAT THE DEPARTMENT
10 GENERATES. I TALKED TO THE COMMANDERS. I TALKED TO THE CHIEF.
11 AND I'M CONFIDENT THAT THE DEPARTMENT IS NOW TRACKING THE USE-
12 OF-FORCE DATA IN REAL TIME, A BIG IMPROVEMENT OVER WHAT WE SAW
13 AT THE TIME THE COMMISSION WAS DOING ITS INVESTIGATION. AND
14 THEN, FINALLY, THERE IS THE PURCHASE OF ADDITIONAL BODY
15 SCANNERS. THOSE HAVE BEEN PURCHASED. MY UNDERSTANDING IS THE
16 DELIVERY IS DUE SOMETIME IN JUNE. AND I THINK THIS IS GOING TO
17 BE A BIG IMPROVEMENT. IT'S SOMETHING THAT WILL BE WELCOMED BY
18 THE DEPARTMENT AND PROBABLY THE INMATES, AS WELL. I THOUGHT
19 WHAT I WOULD DO IS GO THROUGH EACH OF THE CHAPTERS GROUPS OF
20 RECOMMENDATIONS AND THEN TAKE QUESTIONS IF THAT WOULD BE
21 ACCEPTABLE TO THE BOARD. NEXT IS MANAGEMENT RECOMMENDATIONS.
22 AS YOU SEE, THE BULK OF THESE RECOMMENDATIONS HAVE NOW BEEN
23 IMPLEMENTED. AND THE BIG CHANGE IS THE SELECTION OF A NEW
24 ASSISTANT SHERIFF FOR CUSTODY, TERRY MCDONALD, FROM CALIFORNIA
25 CORRECTIONS. THE DEPARTMENT DID DO A NATIONWIDE SEARCH. I



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1 PERSONALLY LOOKED AT THE RESUMES OF THE TOP CANDIDATES THAT
2 THE DEPARTMENT RECEIVED. AND I LOOKED AT THE NEW ASSISTANT
3 SHERIFF'S RESUME, AS WELL. AND SHE'S CERTAINLY WELL QUALIFIED
4 FOR THE POSITION. SO AS A RESULT, THE DEPARTMENT NOW, WITHIN
5 ANOTHER MONTH AND A HALF SHOULD HAVE A NEW ASSISTANT CUSTODY
6 SHERIFF ON BOARD WHO WILL OVERSEE THE CUSTODY DIVISION. SHE
7 WILL REPORT DIRECTLY TO THE SHERIFF. AND THE COMMANDERS AND
8 MANAGEMENT TASKFORCE WILL NOT BE PART OF CAPACITY MANAGEMENT
9 ANY FURTHER. THE SHERIFF AND UPPER MANAGEMENT ARE THE
10 PERSONALLY REGULARLY ENGAGED IN THE OVERSIGHT OF THE JAILS.
11 SENIOR MANAGEMENT IS VISITING THE JAILS. POSITION DESCRIPTIONS
12 NOW REQUIRE SENIOR MANAGEMENT TO VISIT THE JAILS. AND I THINK
13 THAT THERE HAVE BEEN SIGNIFICANT CHANGES IN ENHANCEMENTS TO
14 THE MANAGEMENT OF THE CUSTODY DIVISION. WHAT REMAINS ARE A FEW
15 IMPORTANT ISSUES. SOME MANAGERS, HIGH-LEVEL MANAGERS HAVE NOW
16 RETIRED AND LEFT THE DEPARTMENT. THESE WERE PEOPLE WHO WERE
17 DIRECTLY OR INDIRECTLY RESPONSIBLE FOR OVERSIGHT OF THE JAILS
18 DURING THE PERIOD OF TIME THAT MANY OF THE PROBLEMS OCCURRED.
19 BUT THE DEPARTMENT IS CONTINUING TO DO AN ADMINISTRATIVE
20 INVESTIGATION. THIS IS 4.2, TO DETERMINE WHETHER OR NOT ANY
21 FURTHER DISCIPLINE OR PERSONNEL ACTIONS ARE NECESSARY. I WANT
22 TO FOCUS FOR A MOMENT ON 4.12. THIS IS THE CREATION OF AN
23 INTERNAL AUDIT AND INSPECTION DIVISION UNDER A SINGLE CHIEF.
24 THIS IS GOING TO BE A CRITICAL RECOMMENDATION FOR THE
25 DEPARTMENT GOING FORWARD TO INSURE THAT THE RECOMMENDATIONS



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1 THAT ARE IMPLEMENTED ARE, IN FACT, BEING FOLLOWED. THE
2 DEPARTMENT IS WORKING WITH ME AND WITH THE TWO CONSULTANTS
3 RETAINED BY THE BOARD, JOE MCGRATH AND JOE BRAND, TO DEVELOP
4 AN INTERNAL AUDIT AND INSPECTION DIVISION THAT WILL MONITOR
5 THE DEPARTMENT'S PERFORMANCE, ENSURE THAT VARIOUS SECTIONS AND
6 DIVISIONS ARE ADHERING TO THE POLICIES AND PROCEDURES, AND TO
7 ENSURE THAT THE COMMISSION'S RECOMMENDATIONS ARE BEING
8 FOLLOWED ON AN ONGOING BASIS BY THE DEPARTMENT. AND THAT IS
9 GOING TO BE A CRITICAL DIVISION. IT NEEDS TO BE CREATED BY THE
10 DEPARTMENT, AND IT IS GOING TO HAVE A SIGNIFICANT FUNDING OR
11 RESOURCE COMPONENT TO IT. THE DEPARTMENT IS GOING TO NEED TO
12 FIGURE OUT HOW TO STAFF THAT DIVISION. AND THERE'S GOING TO
13 OBVIOUSLY BE SOME ISSUES ABOUT HOW TO PAY FOR IT. ONE OTHER
14 RECOMMENDATION I'LL TOUCH UPON IS THE CAMPAIGN CONTRIBUTION
15 POLICY. THE DEPARTMENT HAS NOW IMPLEMENTED A CAMPAIGN
16 CONTRIBUTION POLICY THAT ESSENTIALLY PRECLUDES ANYBODY WHO
17 RECEIVES A CAMPAIGN CONTRIBUTION FROM A MEMBER OF THE
18 DEPARTMENT FROM HAVING ANYTHING TO DO WITH PERSONNEL DECISIONS
19 PERTAINING TO THAT CONTRIBUTOR. I'VE REVIEWED THAT. I'VE HAD
20 SOME INPUT INTO THE DRAFTING OF THAT, AND THAT IS MY JUDGMENT
21 FULLY IMPLEMENTED. NEXT IS THE CULTURE CHAPTER. AS YOU SEE,
22 MOST OF THESE HAVE BEEN EITHER IMPLEMENTED OR PARTIALLY
23 IMPLEMENTED. ONE IS IN PROGRESS AND WILL BE IMPLEMENTED SOON.
24 THE RESPECT FOR AND COMMUNICATION WITH INMATES; THE DEPARTMENT
25 HAS IMPLEMENTED THIS RECOMMENDATION THROUGH THE E.B.I., THE



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1 EDUCATION-BASED INCARCERATION INITIATIVE BY THE TOWN HALL
2 MEETINGS BY THE FORCE PREVENTION AND ANTI-HARASSMENT
3 PRINCIPLES AND BY THE TRAINING THAT THE NEW DEPUTIES RECEIVE
4 IN ALL OF THESE AREAS. THIS CERTAINLY IS A PRIORITY FOR THE
5 SHERIFF, AND I THINK IT IS REFLECTED WHEN YOU VISIT THE JAILS
6 AND YOU SEE THE EFFORTS TO IMPLEMENT THE EDUCATION-BASED
7 INCARCERATION AND THE TOWN HALLS. THE NEXT ONE, FORCE
8 PREVENTION IS STRESSED IN THE ACADEMY AND IN CUSTODY DIVISION
9 TRAINING. THERE NEEDS TO BE ADDITIONAL TRAINING FOR EXISTING
10 DEPUTIES, WHICH WILL BE PART OF THE CUSTODY DIVISION TRAINING
11 BUREAU THAT THE DEPARTMENT IS IN THE PROCESS OF CREATING.
12 AGAIN, THAT'S THE SAME WITH ETHICS TRAINING. IT CERTAINLY HAS
13 BEEN ENHANCED IN THE ACADEMY AND CUSTODY DIVISION. IT JUST
14 NEEDS TO BE FURTHER ENHANCED FOR EXISTING DEPUTIES FOR THE
15 EXISTING TRAINING BUREAU. CUSTODY SHOULD BE A EVALUATED AND
16 RESPECTED ASSIGNMENT CAREER. THAT HAS NOW BEEN IMPLEMENTED
17 THROUGH THE DUAL TRACK PLAN THAT WAS IMPLEMENTED ON FEBRUARY
18 1ST OF THIS YEAR. IT PROVIDES FOR A CAREER IN CUSTODY. IT ALSO
19 PROVIDES FOR THE OPPORTUNITIES FOR THERE TO BE PROMOTIONS IN
20 CUSTODY. SENIOR LEADERS MUST BE MORE VISIBLE IN THE JAILS.
21 AGAIN, I'VE TALKED TO A NUMBER. SENIOR LEADERS. THEY CERTAINLY
22 UNDERSTAND THAT IS PART OF THEIR RESPONSIBILITIES. AND AS I
23 INDICATED, THE POSITION DESCRIPTION FOR EVERYBODY FROM THE
24 CAPTAIN ABOVE HAS BEEN AMENDED TO MAKE IT CLEAR THAT THAT IS
25 PART OF THEIR JOB RESPONSIBILITIES. THE DEPARTMENT MUST HAVE



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1 ZERO TOLERANCE FOR ACTS OF DISHONESTY. THE DEPARTMENT IS IN
2 THE PROCESS OF REVISING THE GUIDELINES. THOSE I HAD A
3 CONVERSATION THIS MORNING WITH THE COMMANDER RESPONSIBLE FOR
4 THAT. AND THERE IS A LITTLE BIT OF CONFUSION AS TO WHETHER OR
5 NOT CERTAIN OF THE FINAL RECOMMENDATIONS THAT I MADE ARE IN
6 THE GUIDELINES. THEY HAD BEEN ADOPTED BY THE DEPARTMENT. AND
7 SO THIS, I BELIEVE, WILL BE FULLY IMPLEMENTED BY THE TIME OF
8 MY NEXT REPORT. THAT'S 5.6. 5.7, THE DEPARTMENT DOES HAVE A
9 ROTATION POLICY. BUT IT EXEMPTS KEY POSITIONS. AND THE
10 COMMISSION'S CONCERN WAS THAT THE EXEMPTIONS COULD SWALLOW THE
11 RULE. I WILL BE WORKING WITH A WORKING GROUP FROM THE
12 DEPARTMENT TO DEVELOP A POLICY WITH RESPECT TO KEY POSITIONS
13 THAT IS CONSISTENT WITH THE COMMISSION'S RECOMMENDATIONS. AND
14 THEN WITH RESPECT TO DISCOURAGING PARTICIPATION PARTICIPATION
15 IN CLIQUES AGAIN THAT IS PART OF THE TRAINING THAT IS ONGOING.
16 AND ONCE THE CUSTODY TRAINING BUREAU IS IN PLACE, IT WILL BE
17 PART OF THE TRAINING FOR EXISTING DEPUTIES, AS WELL. THIS IS
18 THE PERSONNEL AND TRAINING CHAPTER. WITH RESPECT TO REVISING
19 ITS POLICIES TO REFLECT CUSTODY'S IMPORTANCE TO THE
20 DEPARTMENT, THAT IS PARTIALLY IMPLEMENTED BECAUSE ALTHOUGH THE
21 DUAL TRACK WAS IMPLEMENTED, THE CUSTODY DIVISION TRAINING
22 BUREAU IS STILL IN PROGRESS. WITH RESPECT TO THE OTHER ISSUES
23 HERE, THE BIG ONE I WANT TO FOCUS ONE IS 6.5, THAT IS THE
24 DEPARTMENT SHOULD INCREASE THE NUMBER OF CUSTODY SUPERVISORS.
25 THAT HAS NOT STARTED. THE DEPARTMENT HAS MADE A REQUEST FOR



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1 TWO ADDITIONAL LIEUTENANTS AND 101 ADDITIONAL SERGEANTS. BUT
2 WE'RE WAITING FOR THE NEW ASSISTANT SHERIFF FOR CUSTODY TO BE
3 IN PLACE TO EVALUATE THIS RECOMMENDATION AND THE DEPARTMENT'S
4 NEEDS BEFORE GOING FORWARD. THERE'S NO QUESTION THE DEPARTMENT
5 DOES NEED A SUBSTANTIAL ADDITIONAL CUSTODY SUPERVISORS, BUT WE
6 WANT TO GET THE INPUT FROM THE ASSISTANT SHERIFF FOR CUSTODY
7 BEFORE PROCEEDING ON THIS. THIS WILL HAVE WHAT I DESCRIBE AS A
8 FUNDING OR RESOURCE COMPONENT TO IT. THERE IS GOING TO BE THE
9 NEED FOR ADDITIONAL SUPERVISORS. AND THE DEPARTMENT'S GOING TO
10 NEED TO FIGURE OUT HOW TO STAFF IT. AND THERE'S GOING TO HAVE
11 TO BE SOME DISCUSSIONS ABOUT HOW TO PAY FOR IT. 6.6 AS
12 INDICATED, THE DEPARTMENT DOES PROVIDE FOR CUSTODY, FOR
13 CAREERS IN CUSTODY. 6.7, THIS WAS AN ISSUE THE LAST TIME I
14 APPEARED BEFORE THIS BOARD IN DECEMBER WITH RESPECT TO THE
15 UTILIZATION OF MORE CUSTODY ASSISTANTS. AS YOU'LL RECALL FROM
16 THE DISCUSSION WE HAD IN DECEMBER, THE DEPARTMENT IS CURRENTLY
17 AT A 68 TO 32 RATIO OF DEPUTY SHERIFFS TO CUSTODY ASSISTANTS.
18 EVEN THOUGH THE MEMORANDUMS OF UNDERSTANDING PROVIDE FOR 65/35
19 RATIO. SHORT-TERM, THE DEPARTMENT'S PLAN IS TO FREEZE 81
20 POSITIONS TO ACHIEVE THE 65/35 RATIO. SO, IN OTHER WORDS, THE
21 FIRST 85 DEPUTIES WHO LEAVE THE DEPARTMENT WILL OPEN UP
22 POSITIONS FOR DEPUTIES IN CUSTODY TO TRANSFER INTO PATROL,
23 THAT WILL OPEN UP 81 POSITIONS IN CUSTODY. AND THOSE 81
24 POSITIONS WOULD BE FILLED BY THE NEW CUSTODY ASSISTANTS TO
25 ACHIEVE THE 65/35 RATIO. THE LONG-TERM PLAN IS TO DO A



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1 COMPLETE ASSESSMENT AFTER ACHIEVING THE 65/35 RATIO TO
2 DETERMINE HOW MANY ADDITIONAL POSITIONS CAN BE FROZEN TO
3 CREATE A BETTER RATIO OF CUSTODY ASSISTANTS TO DEPUTY
4 SHERIFFS. THIS, HOWEVER, WILL BE A MEET-AND-CONFER ISSUE WITH
5 BOTH ALADS AND PPOA. AGAIN, THE ROTATION, I INDICATED I WILL
6 BE WORKING WITH THE DEPARTMENT WITH RESPECT TO THE REVISED
7 POLICY. THEY DID INDICATE THAT THEY TRIED A VOLUNTARY POLICY
8 TO ROTATE DEPUTIES AMONG FACILITIES IN THE NORTH COUNTY AND
9 DID NOT GET ENOUGH VOLUNTEERS FOR THEM TO CREATE A ROTATION
10 POLICY, A PROGRAM AMONG FACILITIES IN THE NORTH COUNTY. THEY
11 HAVE NOW CHANGED THE MISSION STATEMENT. AND HAS INDICATED THEY
12 ARE ON THEIR WAY TOWARDS CREATING WHAT WILL BE FUNCTIONALLY A
13 SEPARATE CUSTODY DIVISION. THIS IS THE DISCIPLINARY SYSTEM.
14 AND YOU'LL SEE IN THIS CASE MOST OF THE RECOMMENDATIONS ARE IN
15 PROGRESS. AT LEAST TWO OR THREE OF THEM -- ACTUALLY TWO, 7.3
16 AND 7.4 WILL BE FULLY IMPLEMENTED AS SOON AS WE COMPLETE THE
17 REVISION OF THE USE-OF-FORCE MANUAL. AND 7.77 AND 7.10 WILL BE
18 IMPLEMENTED WHEN WE REVISE THE CUSTODY DIVISION DISCIPLINARY
19 GUIDELINES. I THINK AT LEAST BY THE NEXT REPORT, AT LEAST FOUR
20 MORE OF THESE SHOULD BE IMPLEMENTED AND MAYBE MORE.
21 FUNDAMENTALLY WHAT THE DEPARTMENT AND I HAVE BEEN DISCUSSING
22 WITH RESPECT TO REVAMPING THE INVESTIGATION AND DISCIPLINARY
23 SYSTEM IS TO PROVIDE A SYSTEM, A THREE-TIERED SYSTEM FOR
24 INVESTIGATION AND DISCIPLINE. CATEGORY 3, WHICH IS THE
25 CATEGORY INVOLVING THE MOST SERIOUS USE OF FORCE, THOSE



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1 INVOLVING SERIOUS INJURIES TO INMATES, THOSE WILL BE
2 INVESTIGATED BY THE INTERNAL AFFAIRS BUREAU. THEY HAVE BEEN
3 HISTORICALLY INVESTIGATED BY I.A.B. AND THEY WILL CONTINUE TO
4 BE DONE SO. CATEGORY 2, WHICH IS USE OF FORCE INVOLVING AN
5 INJURY, THE REVIEWS WILL CONTINUE TO BE DONE AT THE UNITS OR
6 THE JAIL FACILITIES WHEN THE CAPTAIN LOOKS AT AND DOES HIS OR
7 HER REVIEW, IF HE OR SHE DETERMINES THAT AN ADMINISTRATIVE
8 INVESTIGATION IS NECESSARY, THAT WILL BE DONE BY THE INTERNAL
9 AFFAIRS BUREAU AND NOT BY THE UNIT. WITH RESPECT TO CATEGORY
10 1, USES OF FORCE, WHICH ARE THE LEAST SERIOUS, OR AT LEAST
11 THEY INVOLVE NO INJURY TO THE INMATES OR NO VISIBLE INJURY,
12 THOSE REVIEWS WILL CONTINUE TO BE DONE AT THE UNIT LEVEL. IF
13 THE CAPTAIN DETERMINES THAT THERE IS A PROBLEM OR AN ISSUE AND
14 THAT AN ADMINISTRATIVE INVESTIGATION IS WARRANTED, THE
15 DEPARTMENT'S PLAN IS TO HAVE A RISK MANAGEMENT LIEUTENANT AT
16 EACH UNIT DO THE INVESTIGATION. THAT WILL BE SOMEBODY WHO WILL
17 BE SEPARATE AND APART FROM THE CHAIN OF COMMAND INVOLVED IN
18 THE REVIEW OF THE USE OF FORCE. SO IT WILL PROVIDE A DEGREE OF
19 INDEPENDENCE TO THE ADMINISTRATIVE INVESTIGATION. AND I THINK
20 THESE ARE VERY SOLID PLANS BY THE DEPARTMENT. AND ONCE WE HAVE
21 THOSE CHANGES IN PLACE, THOSE TWO -- THAT RECOMMENDATION, 7.1,
22 WILL BE IMPLEMENTED. BUT THE DEPARTMENT HAS MADE A REQUEST FOR
23 FUNDING FOR ADDITIONAL I.A.B. INVESTIGATORS. THERE IS A
24 SIGNIFICANT BACKLOG RIGHT NOW IN I.A.B. AND A PROPOSAL TO
25 REVAMP THE SYSTEM WILL ADD TO THE I.A.B. WORKLOAD. THE



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1 CONSULTANTS, JOE BRAND AND JOE MCGRATH AND I WILL REVIEW THE
2 DEPARTMENT'S PROPOSAL IN RESPECT TO THE INCREASED INTERNAL
3 AFFAIRS BUREAU INVESTIGATORS AND MAKE A REPORT TO THE CHIEF
4 EXECUTIVE'S OFFICE ON THEIR EVALUATION OF THAT REQUEST. 7.2,
5 THE CUSTODY FORCE REVIEW COMMITTEE MONITORING FORCE PACKAGES,
6 WE'VE BEEN VERY IMPRESSED WITH THE QUALITY OF THE REVIEW BY
7 THE CUSTODY FORCE REVIEW COMMITTEE. ONE OF OUR CONSULTANTS
8 WENT AND SAT IN AND WATCHED ONE OF THOSE COMMITTEES' MEETINGS.
9 CHIEF YIM IS NOW ATTENDING THOSE MEETINGS. AND THEY ARE
10 RIGOROUSLY REVIEWING THE PACKAGES AND REALLY HOLDING THE
11 SERGEANTS, LIEUTENANTS AND CAPTAINS ACCOUNTABLE FOR THE
12 QUALITY OF THE INVESTIGATIONS AND THE QUALITIES OF THE
13 DECISION MAKING WITH RESPECT TO THE ADJUDICATION OF THOSE
14 FORCE INCIDENTS. I INDICATED BEFORE THAT THE DEPARTMENT DOES
15 HAVE A POLICY WITH RESPECT TO PRECLUDING DEPUTIES FROM
16 REVIEWING VIDEOS BEFORE REPORTING THE USE OF FORCE AND
17 SEPARATING DEPUTIES. THOSE ARE IN THE USE-OF-FORCE MANUAL. I
18 JUST THINK IT NEEDS TO BE WRITTEN A LITTLE BIT CLEARER BEFORE
19 THIS IS IMPLEMENTED. 7.5 SHOULD BE IMPLEMENTED VERY SOON.
20 ALTHOUGH THERE IS A FUNDING REQUEST, IT IS NOT A SIGNIFICANT
21 AMOUNT OF MONEY. THE C.E.O.'S OFFICE HAS INDICATED THAT THE
22 DEPARTMENT CAN GO FORWARD AND APPOINT A CAPTAIN WHO WILL THEN
23 FREE UP A POSITION FOR THE DEPARTMENT TO APPOINT A CHIEF TO
24 OVERSEE INTERNAL AFFAIRS AND I.C.I.B. I EXPECT THIS TO HAPPEN
25 VERY SOON. THAT CHIEF WILL REPORT DIRECTLY TO THE SHERIFF,



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1 WHICH I THINK IS AN APPROPRIATE LINE OF COMMUNICATION. AGAIN,
2 I.A.B. SHOULD BE APPROPRIATELY VALUED. THE DEPARTMENT HAS
3 PROVIDED ME WITH EVIDENCE THAT INDICATES THAT MANY OF THE
4 PEOPLE WHO ARE IN I.A.B. ARE PROMOTED OUT OF I.A.B. AND HAVE
5 SIGNIFICANT ENHANCED POSITIONS IN THE DEPARTMENT AFTER LEAVING
6 I.A.B. BUT AGAIN, AS WE DISCUSSED, WE NEED MORE I.A.B.
7 INVESTIGATORS. IT HAS TO BE APPROPRIATELY STAFFED. THERE WILL
8 BE ENHANCED PENALTIES FOR FORCE AND DISHONESTY THAT SHOULD BE
9 IMPLEMENTED VERY, VERY SOON. AS I INDICATED, THE DEPARTMENT
10 HAD PLANNED TO HAVE THAT IMPLEMENTED BY FEBRUARY 17TH, BUT
11 THERE WAS SOME CONFUSION IN THE DISCIPLINARY GUIDELINES THAT I
12 RECEIVED. BUT I'M CONFIDENT THAT WILL BE DONE BY THE NEXT TIME
13 I APPEAR BEFORE THE BOARD. THE DEPARTMENT HAS MADE A REQUEST
14 FOR FUNDING TO HAVE A RISK MANAGEMENT ASSIGNED TO EACH CUSTODY
15 FACILITY, AND THAT NEEDS TO BE WORKED OUT WITH THE C.E.O.'S
16 OFFICE. THE DEPARTMENT HAS PROVIDED ME WITH EVIDENCE THAT THEY
17 VIGOROUSLY INVESTIGATE AND DISCIPLINE OFF DUTY MISCONDUCT. I'M
18 CONFIDENT THEY HAVE IMPLEMENTED THIS RECOMMENDATION. WE TALKED
19 ABOUT AN ENHANCED SYSTEM TO TRACK FORCE INVESTIGATIONS. THE
20 LONG-TERM PROPOSAL TO HAVE A COMPREHENSIVE DATA TRACKING
21 SYSTEM NEEDS FUNDING, AND THAT REALLY HAS NOT STARTED. BUT IN
22 THE INTERIM, THE DEPARTMENT PROPOSES TO USE THEIR INFORMATION,
23 THEIR OPERATIONS INFORMATION MANAGEMENT SYSTEM BY MID-APRIL TO
24 TRACK USE-OF-FORCE INCIDENTS. AND WE TALKED ABOUT THE USE OF
25 FORCE COMPLAINTS BEING TRACKED IN PPI. THAT SHOULD BE DONE IN



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1 SEPTEMBER. IN THE SHORT-TERM IT'S BEING DONE FAST. THE
2 DEPARTMENT DOES HAVE PLANS TO IMPROVE THE INMATE GRIEVANCE
3 PROCESS INCLUDING USE OF ELECTRONIC MEANS FOR INMATES TO MAKE
4 THEIR COMPLAINTS AND FOR THE DEPARTMENT, THEN, TO BE ABLE TO
5 TRACK IT. AND THE DEPARTMENT HAS INCREASED THE USE OF LAPEL
6 CAMERAS ON A PILOT PROGRAM, AND THIS, AGAIN, TO HAVE ALL
7 DEPUTIES WITH LAPEL CAMERAS WILL REQUIRE ADDITIONAL FUNDING.
8 AND THE LAST RECOMMENDATION IS THAT THE SHERIFF REPORT
9 REGULARLY TO THE BOARD OF SUPERVISORS. THAT CERTAINLY HAS BEEN
10 IMPLEMENTED AND THE SHERIFF WILL BE HERE TODAY, AS WELL. SO
11 OVERALL, AS YOU CAN SEE HERE, 25 OF THE RECOMMENDATIONS HAVE
12 BEEN IMPLEMENTED, 16 HAVE BEEN PARTIALLY IMPLEMENTED, 17 ARE
13 IN PROGRESS, 2 HAVE NOT BEEN STARTED. THIS IS A COMPARISON
14 BETWEEN MY SECOND REPORT, THE UPDATED ONE THAT WAS DATED
15 JANUARY 22ND AND THE THIRD REPORT THAT WAS DATED LAST TUESDAY,
16 FEBRUARY 12TH. AS YOU CAN SEE, FIVE ADDITIONAL RECOMMENDATIONS
17 HAVE BEEN IMPLEMENTED. FIVE MORE HAVE PARTIALLY BEEN
18 IMPLEMENTED. AND THIS IS A CHART THAT GIVES YOU A COMPARISON
19 THAT JUST SHOWS YOU THE DIFFERENCE BETWEEN THE SECOND REPORT
20 AND THE THIRD REPORT. WITH RESPECT TO USE OF FORCE, THERE WAS
21 NO CHANGE FROM JANUARY 22ND, BUT I EXPECT SOME SIGNIFICANT
22 CHANGES BETWEEN NOW AND MY FOURTH REPORT. THIS IS THE
23 MANAGEMENT CHANGES, YOU SEE THERE ARE TWO CHANGES THAT
24 DIRECTLY AN INVOLVE THE APPOINTMENT OF THE ASSISTANT SHERIFF
25 FOR CUSTODY, 4.4 AND 4.5 AND THEN ONE IS THE POLICY REGARDING



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1 CAMPAIGN CONTRIBUTIONS. THE TOP IS THE CULTURE. YOU SEE THAT
2 THE VALUE AND RESPECT OF ASSIGNMENT AND CAREER HAS BEEN
3 IMPLEMENTED THROUGH THE DUAL TRACK. AND THEY HAVE A ROTATION
4 POLICY, BUT IT NEEDS TO BE FURTHER DEVELOPED WITH RESPECT TO
5 KEY POSITIONS. WITH RESPECT TO PERSONNEL AND TRAINING, AGAIN,
6 6.6, EXCUSE ME, 6.1 HAS BEEN PARTIALLY IMPLEMENTED AGAIN BY
7 THE DUAL TRACK. 6.6 HAS BEEN IMPLEMENTED BY THE DUAL TRACK. WE
8 TALKED ABOUT THE ROTATIONS. THEY HAVE BEEN PARTIALLY
9 IMPLEMENTED AT 6.8. AND THE DEPARTMENT IS ON THE WAY TOWARDS
10 CREATING FUNCTIONALLY WHAT WILL BE A SEPARATE CUSTODY
11 DIVISION, ALTHOUGH NOT ENTIRELY THROUGH THE IMPLEMENTATION OF
12 THE DUAL TRACK CAREER PATH. AND NEXT IS THE DISCIPLINARY
13 SYSTEM, I.A.B. BEING APPROPRIATELY VALUED. AS I INDICATED THE
14 DEPARTMENT PROVIDED ME WITH EVIDENCE ABOUT THE CAREER PATHS
15 FOR INTERNAL AFFAIRS INVESTIGATORS INDICATING THEY HAVE
16 PROVIDED PROMOTIONS AND ENHANCED POSITIONS IN THE DEPARTMENT
17 AFTER THEY LEAVE I.A.B. AND A NUMBER OF THESE WHICH SHOWS NO
18 CHANGE WILL BE IMPLEMENTED I THINK WITHIN THE NEXT 30 DAYS OR
19 SO. AND, FINALLY, THE SHERIFF HAS REGULARLY REPORTED TO THE
20 BOARD OF SUPERVISORS. LOOKING FORWARD, THE REVISION OF USE-OF-
21 FORCE MANUAL, THE GOAL IS TO GET THAT DONE WITHIN THE NEXT 30
22 DAYS BY THE TIME I REPORT BACK TO THE BOARD. THE CREATION OF
23 CUSTODY DIVISION TRAINING BUREAU, THAT DEPARTMENT HAS MADE A
24 PROPOSAL. THEY'VE PROVIDED ME WITH AN ORGANIZATION CHART AND
25 POSITION DESCRIPTIONS FOR EVERYBODY IN THE CUSTODY DIVISION



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1 TRAINING BUREAU. I THEN REVIEWED THAT PROPOSAL WITH JOE BRAND
2 AND JOE MCGRATH. THEY HAD SOME SUGGESTIONS. THEY THOUGHT THAT
3 THERE WERE SOME POSITIONS THAT COULD BE CONSOLIDATED. AND THAT
4 WOULD REDUCE THE NUMBER OF POSITIONS REQUIRED FOR THE CUSTODY
5 TRAINING BUREAU. I WENT BACK WITH THEIR RECOMMENDATIONS TO THE
6 DEPARTMENT. THE DEPARTMENT ACCEPTED THOSE RECOMMENDATIONS AND
7 PROVIDED ME WITH A REVISED ORGANIZATION CHART THAT REFLECTS
8 THE RECOMMENDATIONS OF THE CONSULTANTS. SO WHERE WE ARE NOW IS
9 WE ARE IN A POSITION TO TAKE THE DEPARTMENT'S PROPOSAL TO THE
10 C.E.O.'S OFFICE AND DISCUSS WITH THE C.E.O. AND THE DEPARTMENT
11 THE RESOURCE ISSUE. HOW ARE THEY GOING TO STAFF THIS? WHERE
12 ARE THEY GOING TO GET THE RESOURCES? ARE THESE RESOURCES THAT
13 THE DEPARTMENT CAN FIND WITHIN THE DEPARTMENT? OR ARE THESE
14 ADDITIONAL POSITIONS THAT NEED ADDITIONAL FUNDING? CERTAINLY I
15 THINK THERE IS A STRONG BELIEF ON THE PART OF THE BOARD'S
16 CONSULTANTS AND MYSELF THAT THE DEPARTMENT NEEDS THIS KIND OF
17 A CUSTODY TRAINING BUREAU. AND THAT THE DEPARTMENT HAS GIVEN A
18 LOT OF THOUGHT TO IT AND HAS MADE A PROPOSAL FOR A ROBUST
19 CUSTODY DIVISION TRAINING BUREAU. THE NEXT THING THAT THE
20 CONSULTANTS AND I WILL BE WORKING ON IS AN ASSESSMENT OF THE
21 INSPECTIONAL SERVICES COMMAND PROPOSAL. WE'VE HAD A NUMBER OF
22 DISCUSSIONS WITH SEVERAL IN THE DEPARTMENT, INCLUDING THE
23 COMMANDER WHO IS IN CHARGE OF PUTTING TOGETHER THE
24 INSPECTIONAL SERVICES COMMAND. WE'VE GONE BACK AND FORTH.
25 WE'VE REQUESTED THAT THEY PROVIDE US WITH ADDITIONAL



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1 INFORMATION. AND ON FRIDAY OF THIS WEEK, I GOT A NEW
2 INSPECTIONAL SERVICES COMMAND PROPOSAL THAT I WILL BE
3 REVIEWING THIS AFTERNOON. AND WE WILL BE MEETING TOMORROW WITH
4 THE COMMANDER AND HER TEAM TO GO OVER THIS PROPOSAL. THIS IS
5 FAIRLY INVOLVED RECOMMENDATION. AND IT'S GOING TO TAKE A FAIR
6 AMOUNT OF EFFORT TO GET THIS COMMAND UP AND RUNNING. TO ME,
7 IT'S A CRITICAL RECOMMENDATION. I AM GOING THROUGH ALL OF THE
8 RECOMMENDATIONS TO DETERMINE WHETHER THEY HAVE BEEN
9 IMPLEMENTED. ON A SPOT BASIS, I CAN LOOK TO SEE WHETHER THE
10 DEPARTMENT IS CONTINUING TO ADHERE TO THE RECOMMENDATIONS. I
11 DON'T HAVE THE STAFF TO AUDIT THE DEPARTMENT. BUT WHAT NEEDS
12 TO BE DONE GOING FORWARD IS THERE TO BE A ROBUST, INTERNAL
13 INSPECTION SERVICES COMMAND THAT WILL MAKE SURE THAT THE
14 DEPARTMENT IS ADHERING TO ITS POLICIES AND PROCEDURES AND
15 ADHERING TO THE RECOMMENDATIONS OF THE COMMISSION. THIS IS
16 SOMETHING THAT SENIOR MANAGEMENT NEEDS TO KNOW, AND THE ONLY
17 WAY SENIOR MANAGEMENT CAN KNOW IT INTERNALLY IS THROUGH THIS
18 KIND OF INSPECTION SERVICES COMMAND. THERE ALSO NEEDS TO BE
19 THE EXTERNAL REVIEW. AND THAT'S THE INSPECTOR GENERAL'S
20 OFFICE, WHICH IS IN THE PROCESS OF BEING IMPLEMENTED BY THE
21 C.E.O.'S OFFICE, THE COUNTY COUNSEL'S OFFICE AND THE BOARD.
22 THE DEPARTMENT ALSO NEEDS ADDITIONAL SUPERVISORS. NOW THAT
23 THERE'S A NEW ASSISTANT SHERIFF FOR CUSTODY IN PLACE, THIS HAS
24 GOT TO BE ONE OF HER PRIORITIES TO ASSESS HOW MANY ADDITIONAL
25 SUPERVISORS THEY NEED IN THE CUSTODY DIVISION. ANY ENHANCED



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1 PENALTIES FOR EXCESSIVE FORCE AND DISHONESTY, AS I INDICATED,
2 I EXPECT THIS WITHIN THE NEXT 30 DAYS. THE DEPARTMENT DID
3 INTEND TO HAVE THIS IMPLEMENTED BY FEBRUARY 17TH, AND AS I
4 INDICATED, THERE'S SOME CONFUSION ABOUT THE IMPLEMENTATION OF
5 THESE RECOMMENDATIONS. AND, FINALLY, IT IS THE ENHANCEMENT OF
6 THE INVESTIGATIVE PROCESS CHANGING WHO INVESTIGATES, WHICH USE
7 OF FORCE, AND ENHANCING THE NUMBER OF INTERNAL AFFAIRS
8 INVESTIGATORS. AND YOU CAN SEE FROM MY REPORT THAT THE
9 DEPARTMENT HAS IMPLEMENTED MOST OF THE RECOMMENDATIONS, THE
10 VAST MAJORITY OF THE RECOMMENDATIONS THAT DO NOT HAVE FUNDING
11 REQUESTS. WHEN WE LOOK AT THESE SIX CATEGORIES, THEIR VISION
12 OF THE USE-OF-FORCE MANUAL DOES NOT HAVE A FUNDING COMPONENT
13 TO IT AND ENHANCED PENALTIES FOR EXCESSIVE FORCE AND
14 DISHONESTY DOES NOT HAVE A FUNDING COMPONENT TO IT, BUT THE
15 OTHER FOUR AREAS DO HAVE FUNDING COMPONENTS TO THEM AS WE GO
16 FORWARD. I DO WANT TO SAY I BELIEVE THAT I'VE GOTTEN THE
17 COMPLETE COOPERATION FROM THE DEPARTMENT. THEY HAVE BEEN
18 RESPONSIVE TO MY REQUESTS. THEY HAVE BEEN RESPONSIVE TO MY
19 SUGGESTIONS. AND, INDEED, EVERY SUGGESTION THAT I HAVE MADE
20 FOR CHANGING THINGS, SUCH AS MAKING IMPROVEMENTS IN THE USE-
21 OF-FORCE MANUAL TO ENHANCED PENALTIES TO THE CAMPAIGN
22 CONTRIBUTION POLICY, THEY HAVE MADE ALL OF THOSE CHANGES THAT
23 I'VE REQUESTED. AND I BELIEVE WE'VE MADE A LOT OF PROGRESS AND
24 WE ARE WELL ON THE WAY TOWARDS IMPLEMENTING ALL OF THE
25 RECOMMENDATIONS. BUT IN MANY WAYS, THE TOUGHEST ONES TO



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1 IMPLEMENT ARE THE ONES THAT ARE ON THIS SHEET WITH THESE SIX
2 RECOMMENDATIONS. AT LEAST FOUR OF THEM IS GOING TO TAKE SOME
3 AMOUNT OF EFFORT TO GET THEM IMPLEMENTED, SOME AMOUNT OF
4 FUNDING. AND WITH THAT, I'M HAPPY TO TAKE ANY QUESTIONS ANY
5 MEMBERS OF THE BOARD MAY HAVE.

6

7 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU, MR. DROOYAN FOR YOUR
8 REPORT. MEMBERS OF THE BOARD, THERE ARE TWO OTHER REPORTS WE
9 EXPECT TO HEAR TODAY FROM -- ONE FROM THE SHERIFF AND TWO FROM
10 THE C.E.O. AND I THINK WE SHOULD PROCEED WITH ANY QUESTIONS
11 THAT YOU MAY HAVE FOR MR. DROOYAN AT THIS POINT IN TIME AND
12 TAKE THE OTHER TWO PRESENTATIONS IN THE ORDER THAT I JUST
13 INDICATED. QUESTIONS OF THE BOARD FOR THE IMPLEMENTATION
14 MONITOR? SUPERVISOR ANTONOVICH?

15

16 **SUP. ANTONOVICH:** YOUR REFERENCE TO DISCOURAGING PARTICIPATION
17 IN DESTRUCTIVE CLIQUES. YOU INDICATED THAT THE SHERIFF HAS
18 INDICATED TO US THAT THIS HAS BEEN IMPLEMENTED AS OF OCTOBER
19 22ND, HOWEVER YOU REPORT IT IS PARTIALLY IMPLEMENTED BECAUSE
20 THE DEPARTMENT IS STILL IN THE PROCESS OF CREATING ADDITIONAL
21 TRAINING FOR PERSONNEL. SO WHAT IS THAT STATUS? AND DO YOU
22 ANTICIPATE THAT IT WILL BE COMPLETED BY THE NEXT REPORT?

23

24 **RICHARD DROOYAN:** WELL, THE DEPARTMENT HAS IMPLEMENTED
25 INCREASED TRAINING WITH RESPECT TO CLIQUES FOR NEW DEPUTIES IN



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1 THE ACADEMY AND IN THE JAIL OPS CONTINUUM, THE POST ACADEMY
2 TRAINING. AND THE SHERIFF HAS PUBLICLY ANNOUNCED THAT HE
3 INTENDS TO FIRE SOME DEPUTIES FOR PARTICIPATING IN CLIQUES.
4 THE ONLY THING THAT IN MY JUDGMENT REMAINS IS TO HAVE COURSES
5 WITH RESPECT TO CLIQUES IN THE CUSTODY TRAINING DIVISION
6 BUREAU FOR THE EXISTING DEPUTIES. AND THAT REALLY REQUIRES THE
7 ESTABLISHMENT OF THE CUSTODY DIVISION TRAINING BUREAU, WHICH
8 HAS A FUNDING COMPONENT TO IT. IF THAT FUNDING COMPONENT WERE
9 TO GET RESOLVED FAIRLY QUICKLY, I THINK THE DEPARTMENT WOULD
10 BE IN A POSITION TO IMPLEMENT THAT RECOMMENDATION WITH RESPECT
11 TO THE CUSTODY DIVISION TRAINING BUREAU AND THEN PROVIDE
12 ADDITIONAL TRAINING TO EXISTING DEPUTIES WITHIN THE NEXT 60 TO
13 90 DAYS.

14
15 **SUP. ANTONOVICH:** YOUR STATEMENT RELATIVE TO THE P.P.I. AND FAS
16 SYSTEMS BEING REPLACED BY A SINGLE RELIABLE COMPREHENSIVE DATA
17 TRACKING SYSTEM, IN YOUR SECOND AND THIRD REPORT, YOU HAD
18 INDICATED THAT THE DEPARTMENT HAD TAKEN PRELIMINARY STEPS
19 TOWARDS ITS IMPLEMENTATION BUT IT REQUIRES FUNDING. SO YOU'RE
20 NOW WORKING WITH THE C.E.O., I UNDERSTAND. WHAT IS YOUR
21 UNDERSTANDING WHEN THIS FUNDING WILL BE IN PLACE SO THAT THE
22 RECOMMENDATIONS CAN BE PRESENTED TO THE BOARD OF SUPERVISORS?
23 AND WILL IT BE A FUNDING ASSESSMENT TO THE C.E.O. ON THAT
24 SINGLE TRACKING SYSTEM?

25



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1 **RICHARD DROOYAN:** IF I MIGHT, I'D LIKE TO DEFER TO MR. FUJIOKA
2 ON THIS BECAUSE I HAVE NOT SPECIFICALLY DISCUSSED THIS OR ANY
3 FUNDING REQUESTS. WHAT WE'RE TRYING TO DO, SUPERVISOR
4 ANTONOVICH --

5

6 **SUP. RIDLEY-THOMAS, CHAIRMAN:** MR. DROOYAN, SO THAT AT THE TIME
7 THAT MR. FUJIOKA WILL BE MAKING HIS PRESENTATIONS, PERHAPS YOU
8 CAN ADDRESS THE SUPERVISOR ANTONOVICH'S QUESTION. LET'S FOCUS
9 ON THINGS THAT YOU CAN VET NOW.

10

11 **RICHARD DROOYAN:** IF I JUST MIGHT, WHAT THE CONSULTANTS AND I
12 HAVE BEEN DOING IS REALLY TRYING TO SCRUB THE DEPARTMENT'S
13 PROPOSALS, TO ANALYZE THEM SO THAT WE CAN THEN GO TO THE
14 C.E.O. AND WE CAN SAY "WE THINK THIS IS A GOOD PROPOSAL, WE
15 VALIDATE WHAT THEY ARE REQUESTING." BUT WE HAVE NOT REALLY
16 BEEN INVOLVED IN ANY WAY IN DETERMINING HOW THE DEPARTMENT IS
17 GOING TO GET THE RESOURCES TO FILL SOME OF THOSE
18 RECOMMENDATIONS IN FUNDING OR FROM WITHIN THE DEPARTMENT
19 ITSELF.

20

21 **SUP. ANTONOVICH:** AND THEN ACCORDING TO YOUR REPORT OF THE 60
22 RECOMMENDATIONS DIRECTLY UNDER THE SHERIFF'S PURVIEW, 26 ARE
23 NOW IMPLEMENTED; 16 ARE PARTIALLY IMPLEMENTED; 17 ARE IN
24 PROGRESS AND 2 HAVE NOT STARTED. SO BETWEEN YOUR LAST REPORT
25 AND TODAY, 10 RECOMMENDATIONS HAVE HAD STATUS CHANGES, 5 OF



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1 THOSE WENT FROM IN-PROGRESS TO IMPLEMENTATION; THE REMAINING 5
2 FROM IN-PROGRESS WENT TO PARTIAL IMPLEMENTATION. SO THAT'S
3 PROGRESS. WHAT ARE THE OBSTACLES IN HAVING YOU EXPEDITE THE
4 IMPLEMENTATION OF ALL OF THESE ITEMS THAT ARE IN YOUR REPORT?

5

6 **RICHARD DROOYAN:** RESOURCE, FUNDING. THOSE ARE THE OBSTACLES. I
7 ANTICIPATE THAT WITHIN THE NEXT 30 TO 60 DAYS, THAT THE
8 DEPARTMENT WILL HAVE IMPLEMENTED ALL OF THE RECOMMENDATIONS
9 THAT DO NOT HAVE A SIGNIFICANT RESOURCE OR FUNDING COMPONENT
10 TO THEM.

11

12 **SUP. ANTONOVICH:** AND YOUR RECOMMENDATION PERTAINING TO THE
13 INCREASE OF CUSTODY ASSISTANTS BEYOND THE BASELINE OF 65/35, I
14 KNOW THIS REQUIRES NEGOTIATIONS WITH OUR LABOR PARTNERS. AND
15 IT REQUIRES FUNDING. SO, NOW THE COMMISSION AND SOME ON THE
16 BOARD HAVE SEEN IT AS A COST SAVING MEASURE, NOT A COST
17 INCREASE MEASURE. SO DURING YOUR LAST PRESENTATION, WE
18 DISCUSSED THE FACT THAT THE SHERIFF HAS NOT BUDGETED FOR THE
19 65/35 RATIO, THE DEPUTIES TO CUSTODY ASSISTANTS. IN FACT,
20 ACCORDING TO THE BUDGETED ITEMS IN CUSTODY, IT'S BUDGETED FOR
21 67.5 AND 32.5. YOUR REPORT TODAY INDICATES THAT THE SHERIFF
22 PLANS TO ACHIEVE THIS 65/35 BY FREEZING 81 DEPUTY POSITIONS,
23 INITIALLY FOLLOWED BY A NEEDS ASSESSMENT TO DETERMINE THAT
24 RATIO. (COUGHING). DOES THE FREEZING OF THESE 81 POSITIONS
25 ESTABLISH THAT RATIO?



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1

2 **RICHARD DROOYAN:** THAT IS MY UNDERSTANDING, YES.

3

4 **SUP. ANTONOVICH:** AND WHEN WILL THAT BE IN PLACE?

5

6 **RICHARD DROOYAN:** MY UNDERSTANDING IS THAT THEY EXPECT THAT TO
7 BE ACHIEVED WITHIN A YEAR.

8

9 **SUP. ANTONOVICH:** AND HOW LONG WILL THAT NEEDS ASSESSMENT TAKE?
10 THAT WILL BE ONE YEAR?

11

12 **RICHARD DROOYAN:** I WOULD THINK THAT A NEEDS ASSESSMENT COULD
13 BE DONE WITHIN 60 DAYS AT MOST.

14

15 **SUP. ANTONOVICH:** SO IF THAT ASSESSMENT WITHIN APPROXIMATELY 60
16 DAYS SUPPORTS ADJUSTING THE RATIOS, HOW SOON AFTER THAT WOULD
17 THAT BE ACCOMPLISHED?

18

19 **RICHARD DROOYAN:** THERE ARE TWO COMPONENTS TO THAT. ONE, IT IS
20 A MEET-AND-CONFER ISSUE. SO IT WOULD NEED TO BE RESOLVED WITH
21 THE UNIONS. AND IT DEPENDS ON WHAT THE DEPARTMENT DETERMINES
22 IT CAN ACHIEVE IN TERMS OF CUSTODY ASSISTANT/DEPUTY SHERIFF
23 RATIO WITHOUT JEOPARDIZING THE SAFETY AND SECURITY OF THE
24 INSTITUTION. SO, FOR EXAMPLE, IF AFTER THE DEPARTMENT DID THE
25 NEEDS ASSESSMENT AND CONCLUDED THAT IT COULD GO TO A 60/40



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1 RATIO, THAT WOULD REQUIRE IT TO FREEZE A CERTAIN NUMBER OF
2 POSITIONS IN ORDER TO ACHIEVE THAT. IT WOULD BE MORE THAN 81.
3 SO IT WOULD TAKE A PERIOD OF TIME IN WHICH THESE POSITIONS ARE
4 FROZEN IN ORDER TO ACHIEVE THAT. IF THE DEPARTMENT WERE TO
5 CONCLUDE THAT IT COULD GO TO A 55/45 RATIO, IT WOULD REQUIRE
6 MORE POSITIONS TO BE FROZEN. SO IT WILL TAKE A WHILE TO
7 ACHIEVE A DIFFERENT RATIO. LOWER NUMBER OF DEPUTY SHERIFFS TO
8 CUSTODY ASSISTANTS.

9

10 **SUP. ANTONOVICH:** THANK YOU. THANK YOU, MR. CHAIRMAN.

11

12 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU, SUPERVISOR
13 ANTONOVICH. SUPERVISOR KNABE, PLEASE.

14

15 **SUP. KNABE:** YEAH, SORT OF INTERESTING AND VERY THOROUGH
16 REPORT, BUT ITEMS LIKE 7.3 WHICH RELATES TO PRECLUDING
17 DEPUTIES FROM REVIEWING THE VIDEO, 7.4, SEPARATING DEPUTIES SO
18 THEY CAN'T COMPARE STORIES, AND THEN THE USE-OF-FORCE
19 INVESTIGATIONS UNDER 7.9, NOT TO BE DONE BY THE DEPUTY'S
20 DIRECT SUPERVISORS, INDICATES THAT THESE ARE IN PROGRESS. ARE
21 THESE MEET-AND-CONFER ITEMS?

22

23 **RICHARD DROOYAN:** I DON'T BELIEVE SO.

24



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1 **SUP. KNABE:** WHAT WOULD PRECLUDE THE FULL IMPLEMENTATION OF
2 THOSE POLICIES THAT YOU RECOMMENDED?

3

4 **RICHARD DROOYAN:** 7.3 AND 7.4 WILL BE IMPLEMENTED AS SOON AS WE
5 COMPLETE THE REVISION OF THE USE-OF-FORCE MANUAL. THEY'RE IN
6 THERE. THEY'RE JUST NOT EASY TO FIND.

7

8 **SUP. KNABE:** OKAY.

9

10 **RICHARD DROOYAN:** AND THEN WHAT'S THE OTHER ONE?

11

12 **SUP. KNABE:** 7.9.

13

14 **RICHARD DROOYAN:** 7.9. THAT I THINK CAN BE IMPLEMENTED FAIRLY
15 SOON. THE DEPARTMENT WANTS TO HAVE A RISK MANAGEMENT
16 LIEUTENANT IN EACH OF THE JAIL FACILITIES. IT'S MY
17 UNDERSTANDING THAT THE PLAN IS TO HAVE THAT LIEUTENANT CONDUCT
18 ANY INTERNAL ADMINISTRATIVE INVESTIGATIONS OF CATEGORY 1 USES
19 MUCH FORCE. SO I THINK THAT CAN BE DONE PRETTY SOON. BUT THERE
20 IS A FUNDING COMPONENT TO THAT.

21

22 **SUP. KNABE:** RIGHT. IT SEEMS THE MAJORITY. HANG-UPS DUE TO
23 FUNDING ISSUES, BUT WHAT PERCENTAGE OF THE IMPLEMENTATION IS
24 DUE TO MEET-AND-CONFER KINDS OF ISSUES?

25



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1 **RICHARD DROOYAN:** THERE'S ONLY ONE I HAVE BEEN ABLE TO IDENTIFY
2 THAT IS MEET-AND-CONFER. NOW THE ALADS MAY DISAGREE WITH ME.
3 BUT THE ONLY MEET-AND-CONFER ONE IS THE RATIO OF THE DEPUTY
4 ASSISTANTS TO CUSTODY ASSISTANTS. I PERSONALLY DON'T BELIEVE
5 ANY OF THE OTHERS ARE MEET-AND-CONFER ISSUES. AND NO ONE FROM
6 THE UNION HAS RAISED ANYTHING SPECIFIC TO RECOMMENDATION
7 NUMBER SUCH AND SUCH IS A MEET-AND-CONFER ISSUE. THERE WAS ONE
8 MEET-AND-CONFER ISSUE WITH PPOA. THAT'S GOTTEN RESOLVED AND
9 THAT'S ALREADY DONE WITH.

10

11 **SUP. KNABE:** ALL RIGHT. THANK YOU. THANK YOU, MR. CHAIRMAN.

12

13 **SUP. RIDLEY-THOMAS, CHAIRMAN:** SUPERVISOR MOLINA, SUPERVISOR
14 YAROSLAVSKY, QUESTIONS? SUPERVISOR MOLINA?

15

16 **SUP. MOLINA:** THANK YOU FOR YOUR REPORT. I THINK IT IS HELPFUL
17 TO HAVE THE NARRATIVE, YOU CAN GET A BETTER UNDERSTANDING AND
18 IT'S HELPFUL TO ME. WHEN YOU TALK ABOUT THE USE-OF- FORCE
19 MANUAL NOT BE BEING AS THOROUGH OR AS TOGETHER AS YOU'D LIKE
20 TO SEE IT, AND THE ISSUE THAT YOU HAVE AS FAR AS TRAINING, AND
21 PEOPLE THAT HAVE READ IT SO THAT THERE CAN BE --

22

23 **RICHARD DROOYAN:** I'M SORRY.

24



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1 **SUP. MOLINA:** IS IT NOT ON? SO THAT THE USE-OF-FORCE MANUAL HAS
2 BEEN READ BY DEPUTIES, THAT THEY HAVE SIGNED OFF THAT THEY
3 READ IT, THAT THEY HAVE TRAINED BY IT. WHEN DO YOU SEE THAT
4 BEING COMPLETED? BECAUSE IT WOULD SEEM TO ME THAT IF NOT
5 EVERYBODY IS UP-TO-DATE THIS IS A WAY, UNFORTUNATELY POLICY
6 MANUALS ARE WRITTEN IN THE COUNTY WHERE THERE'S A MANUAL AND
7 THEN THERE'S ADDENDUMS AND THEN THERE'S MORE. AND THAT'S WHAT
8 LEADS TO THIS MISHMASH OF WHAT POLICY COVERS WHAT. SO IF YOU
9 WERE TO SAY THAT THERE'S GOING TO BE ONE DOCUMENT BECAUSE YOU
10 DID TALK ABOUT IT IN YOUR RECOMMENDATION, WHEN DO YOU SEE THAT
11 BEING ACCOMPLISHED? BECAUSE THEN YOU HAVE TO GO THROUGH, AS I
12 UNDERSTAND, AND CORRECT ME IF I'M WRONG, THE TRAINING AND THE
13 SIGNOFF AND THAT KIND OF STUFF AGAIN.

14

15 **RICHARD DROOYAN:** THE GOAL IS TO HAVE THAT DONE IN THE NEXT 30
16 DAYS BEFORE MY NEXT REPORT. THE DEPARTMENT REPORTED TO ME LAST
17 WEEK THAT THEY'RE 60 PERCENT OF THE WAY THROUGH THEIR
18 REVISIONS. BUT I PERSONALLY WILL BE GOING THROUGH IT AND
19 MAKING SURE THAT IT IS CLEAR, WELL ORGANIZED AND EASIER TO
20 USE. I DON'T THINK, HOWEVER, THAT -- ONCE THIS MANUAL IS
21 REVISED AND DISTRIBUTED, THAT THE DEPARTMENT WILL NEED TO
22 RETRAIN EVERYBODY IN THE USE-OF-FORCE POLICY. THEY HAVE DONE
23 TRAINING OF 96, 97 PERCENT IN THE DEPARTMENT. I PERSONALLY
24 WENT TO ONE OF THE TRAINING SESSIONS. AND THAT SESSION, IN A
25 PRETTY CLEAR WAY, COVERED THE FUNDAMENTAL POLICIES THAT ARE



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1 SET FORTH IN THIS MANUAL, THE FORCE PREVENTION POLICY, THE
2 PREFERENCE FOR PLAN AND DIRECTED FORCE, THE OBJECTIVELY
3 REASONABLE STANDARD. AND IT ALSO COVERED THE NEW CATEGORIES,
4 CATEGORY 1, 2 AND 3. AND IT ALSO COVERED THE REQUIREMENTS FOR
5 REPORTING USE OF FORCE THAT NOW NEEDS TO BE REPORTED BEFORE
6 THE END OF THE DAY. SO I THOUGHT THAT WAS A VERY CLEAR
7 TRAINING FOR EXISTING DEPUTIES ON THE NEW USE-OF-FORCE POLICY
8 AND THE KEY POINTS OF THIS. SO I DON'T THINK YOU HAVE TO
9 REPEAT THAT.

10

11 **SUP. MOLINA:** ALL RIGHT. SO BUT IF YOU LOOK AT 3.5 AND YOU'RE
12 PARTIALLY IMPLEMENTED, IN YOUR NARRATIVE IT SAYS THAT THESE
13 SECTIONS "REFLECT THE OBJECTIVE, REASONABLE STANDARD". AND
14 THEN IT SAYS "ALTHOUGH THERE IS STILL A REFERENCE TO
15 SITUATIONAL USE-OF-FORCE CHART". SINCE I DON'T KNOW WHAT THAT
16 IS, AND THERE IS A SUPREME COURT RULING IN HUDSON VERSUS
17 MCMILLAN, HOW IS THAT? IS THAT GOING TO BE MORE DESCRIPTIVE TO
18 PEOPLE WHO ARE THE DEPUTIES OUT THERE? I DON'T KNOW WHAT IT
19 IS.

20

21 **RICHARD DROOYAN:** WHAT WE ANTICIPATE -- WHAT WE'RE GOING TO DO
22 IS WE'RE GOING TO ADD A PARAGRAPH THAT LISTS THE FACTORS THAT
23 WERE SET FORTH IN THE HUDSON CASE. THAT WILL BE RIGHT IN THE
24 MANUAL. AND THE REFERENCE TO WHAT IS CALLED A SITUATIONAL USE-
25 OF- FORCE CHART IS GOING TO BE TAKEN OUT TO MAKE IT CLEAR THAT



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1 THEY MAY BE USING THAT AS A TRAINING TOOL, BUT THAT IS NOT
2 PART OF THEIR POLICIES. AND THAT WILL BE TAKEN OUT OF THE
3 MANUAL IN ITS ENTIRETY.

4

5 **SUP. MOLINA:** SINCE IT SEEMS BE A CRITICAL COMPONENT, WILL THEY
6 SIGN OFF ON THESE ADDENDUMS WHEN THEY COME INTO THE USE-OF-
7 FORCE POLICY OR THE MANUAL ITSELF? BECAUSE I THINK ONE OF THE
8 ISSUES ABOUT ACCOUNTABILITY AND SUPERVISION IS GOING TO BE
9 "WELL, I DIDN'T READ THAT IN THAT PORTION." I'M JUST WONDERING
10 ABOUT ACCOUNTABILITY.

11

12 **RICHARD DROOYAN:** I THINK THAT'S A FAIR POINT. I DON'T THINK
13 THERE IS A REASON WHY THEY SHOULDN'T SIGN OFF THEY RECEIVED
14 THE REVISED MANUAL AND THEY UNDERSTAND IT. I WILL TAKE THAT UP
15 WITH THE DEPARTMENT AND WE WILL ASK THEM TO DO THAT.

16

17 **SUP. MOLINA:** OKAY. BECAUSE IT'S CERTAINLY SOMETHING I DIDN'T
18 UNDERSTAND. AND THE PART ABOUT IN THE USE OF FORCE ABOUT
19 SPECIAL NEEDS POPULATION, IS IT CLEAR ENOUGH IN THERE? I MEAN
20 THEY'RE JUST SUPPOSED TO GO AND GET SOMEBODY? THIS IS AGAIN
21 FOR PLANNED USE OF FORCE? IT'S HARD TO UNDERSTAND WITH SPECIAL
22 NEEDS POPULATION.

23

24 **RICHARD DROOYAN:** WITH THE ADDITIONAL SENTENCES, I THINK IT
25 WILL BE CLEAR. AND THAT WILL BE THAT IF YOU HAVE A PERSON WITH



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1 SPECIAL NEEDS, WHETHER IT'S MENTAL HEALTH, WHETHER IT'S
2 PREGNANCY, WHETHER IT'S A DISABILITY, THAT YOU NEED TO GET
3 HELP BEFORE YOU GO IN AND DO A USE OF FORCE. SO IT'S NOT AS
4 CLEAR IN THE MANUAL RIGHT NOW AS I WANT IT TO BE, AND WE'RE
5 GOING TO MAKE IT CLEAR.

6

7 **SUP. MOLINA:** ALL RIGHT. THAT'S GOING TO BE HELPFUL TO US
8 BECAUSE IT'S NOT CLEAR TO ME. MORE RECENTLY, THE SHERIFF HAS
9 BEEN USING A NEW REPORTING REQUIREMENT AND LETTING US KNOW
10 ABOUT USE OF FORCE THAT I'M TOTALLY UNFAMILIAR WITH. COULD YOU
11 DESCRIBE WHAT CATEGORY 1, CATEGORY 2 AND CATEGORY 3 ARE?

12

13 **RICHARD DROOYAN:** CATEGORY 1 IS A USE OF FORCE THAT DOES NOT
14 HAVE ANY VISIBLE INJURIES. THERE MAY BE A COMPLAINT OF PAIN,
15 BUT THE COMPLAINT OF PAIN IS NOT CONSISTENT WITH -- IT DOESN'T
16 INDICATE A SERIOUS INJURY. SO THAT'S CATEGORY 1, BASICALLY NO
17 INJURY. CATEGORY 2 ARE INJURIES THAT ARE NOT SEVERE INJURIES.
18 AND THEN CATEGORY 3 ARE THOSE USES OF FORCE INVOLVING SERIOUS
19 INJURY, INVOLVING KICKS, HEAD STRIKES, HOSPITALIZATION, THINGS
20 LIKE THAT.

21

22 **SUP. MOLINA:** BECAUSE THAT'S SOMETHING THAT ALL OF A SUDDEN HAS
23 BEEN HAPPENING AND WE JUST HAVEN'T BEEN SEEING, GETTING A VERY
24 GOOD DESCRIPTION OF WHAT THAT IS. SO IN THE REPORTING



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1 MECHANISM OF HOW THEY TRACK USE OF FORCE, I THINK, I'M NOT
2 SURE.

3

4 **RICHARD DROOYAN:** I'M SORRY. COULD YOU SAY IT AGAIN? I DIDN'T
5 HEAR YOU.

6

7 **SUP. MOLINA:** IN THE MECHANISM THEY USE FOR TRACKING USE OF
8 FORCE, WHICH HAS BEEN THESE TWO COMPUTER SYSTEMS, WHICH HAS
9 BEEN BOTHERSOME FOR US BECAUSE THEN THEY ALWAYS CLAIM I PUT IT
10 ON THAT ONE BUT IT'S NOT ON THAT ONE, ONE OF YOUR
11 RECOMMENDATIONS AGAIN IN 3.9, SO NOW WE ARE ASSURED THERE IS
12 ONLY ONE SYSTEM? BECAUSE BEFORE IT WAS ALWAYS WE'RE WAITING TO
13 GET THE FUNDING FOR THE COMPUTER SYSTEM IN ORDER TO PUT THE
14 NAMES IN. IT'S UNDER 3.9.

15

16 **RICHARD DROOYAN:** RIGHT. WHAT THE DEPARTMENT HAS RIGHT NOW
17 TODAY, THE DEPARTMENT IS TRACKING INMATE GRIEVANCES BY DEPUTY
18 NAMES IN THE FAST SYSTEM.

19

20 **SUP. MOLINA:** ONLY?

21

22 **RICHARD DROOYAN:** ONLY. BY SEPTEMBER, THEY ARE GOING TO BE
23 TRACKING THAT IN THE P.P.I. SYSTEM, WHICH IS WHERE IT SHOULD
24 BE TRACKED, AND WHICH IS WHAT THE RECOMMENDATION OF THE
25 COMMISSION WAS.



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1

2 **SUP. MOLINA:** ALL RIGHT. SO THEN RIGHT NOW IT'S IN ONE SYSTEM,
3 WHICH IS FAST. IN SEPTEMBER, IT'LL BE ON P.P.I.

4

5 **RICHARD DROOYAN:** CORRECT.

6

7 **SUP. MOLINA:** SO RIGHT NOW IF, IN FACT, YOU WANT -- IF THERE IS
8 A USE OF FORCE NOW, YOU CAN GO TO THE FAST SYSTEM NOW AND FIND
9 OUT IF THIS DEPUTY HAS HAD OTHER INSTANCES, CORRECT?

10

11 **RICHARD DROOYAN:** LET ME CORRECT SOMETHING.

12

13 **SUP. MOLINA:** OKAY, THANK YOU.

14

15 **RICHARD DROOYAN:** WHAT THIS TALKS ABOUT IS INMATE GRIEVANCES.
16 MY UNDERSTANDING --

17

18 **SUP. MOLINA:** SO IT DOESN'T INVOLVE THE DEPUTY'S NAME?

19

20 **RICHARD DROOYAN:** IT DOES. THE CONCERN AND THE ISSUE ALL ALONG
21 HAD BEEN THAT IF AN INMATE MADE A COMPLAINT ABOUT A DEPUTY,
22 WHETHER IT WAS A USE OF FORCE OR WHETHER IT WAS RETALIATION OR
23 SOMETHING LIKE THAT, THAT GRIEVANCE COULDN'T BE TRACKED BY THE
24 DEPUTY'S NAME. YOU COULDN'T GO INTO THE P.P.I. AND SAY



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1 "DROOYAN" AND FIND OUT WHETHER DROOYAN HAD ANY INMATE
2 COMPLAINTS.

3

4 **SUP. MOLINA:** THAT'S CORRECT.

5

6 **RICHARD DROOYAN:** BUT USE-OF- FORCE INCIDENTS, IF A DEPUTY USES
7 FORCE, THAT IS TRACKED IN THE P.P.I. THOSE FORCE INCIDENTS, MY
8 UNDERSTANDING, IS THEY DO GET IN THE P.P.I. IT WAS THE INMATE
9 GRIEVANCE THAT WAS NOT IN THE P.P.I. AND THAT'S WHAT THIS
10 RECOMMENDATION FOCUSES ON.

11

12 **SUP. MOLINA:** ALL RIGHT. SO LET ME CLEARLY UNDERSTAND SO THAT I
13 KNOW. PRESENTLY ALL GRIEVANCES ARE BEING TRACKED UNDER THE
14 FAST SYSTEM?

15

16 **RICHARD DROOYAN:** CORRECT.

17

18 **SUP. MOLINA:** AND THAT IS NOT BY DEPUTY, THAT IS BY -- ONLY BY
19 REFERENCE BY THE INMATE?

20

21 **RICHARD DROOYAN:** IT IS MY UNDERSTANDING IT IS NOW BY DEPUTY
22 NAME IN FAST. SO IF YOU WANT TO FIND OUT WHETHER DROOYAN HAD
23 ANY INMATE GRIEVANCES, YOU CAN'T LOOK IN MY PERSONNEL
24 PERFORMANCE INDEX FILE, BUT YOU CAN GO TO FAST, PUT MY NAME IN
25 FAST AND YOU WILL BE ABLE TO FIND OUT.



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1

2 **SUP. MOLINA:** OKAY. AND THEN IN THE P.P.I. SYSTEM, THAT HAS ALL
3 OF THE USE OF FORCE. SO THAT WOULD POP UP FIRST AND THEN YOU
4 CAN GO TO FAST AND LOOK AND SEE IF THERE HAVE BEEN OTHER KIND
5 OF GRIEVANCES BY INMATE, IS THAT CORRECT?

6

7 **RICHARD DROOYAN:** THAT'S MY UNDERSTANDING OF HOW IT WORKS.

8

9 **SUP. MOLINA:** I HOPE IT'S MORE THAN YOUR UNDERSTANDING. I WANT
10 ASSURANCES THAT'S HOW IT WORKS.

11

12 **RICHARD DROOYAN:** THE ONLY THING -- I BELIEVE THAT THE P.P.I.
13 TRACKS USE OF FORCE. I HAVEN'T FOCUSED ON THAT ISSUE.

14

15 **SUP. MOLINA:** THAT'S BY DEPUTY, OBVIOUSLY.

16

17 **RICHARD DROOYAN:** RIGHT.

18

19 **SUP. MOLINA:** BUT YOU'RE SAYING NOW FAST CONTAINS THE DEPUTY
20 NAME.

21

22 **RICHARD DROOYAN:** THAT'S MY UNDERSTANDING, YES.

23

24 **SUP. MOLINA:** I HOPE IN THE NEXT MEETING YOU CAN GET US
25 CONFIRMATION.



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1

2 **RICHARD DROOYAN:** THAT I HAVE BEEN TOLD BY THE DEPARTMENT
3 SEVERAL OCCASIONS THAT THEY CAN TRACK GRIEVANCES BY DEPUTY
4 NAME IN FAST.

5

6 **SUP. MOLINA:** MAYBE IT WOULD BE HELPFUL TO LOOK AT THE SYSTEM,
7 HAVE ONE OF THE STAFF DO THAT.

8

9 **RICHARD DROOYAN:** I CAN DO THAT.

10

11 **SUP. MOLINA:** FAIR ENOUGH. YOU KNOW THE ISSUE ABOUT THE RISK
12 MANAGEMENT, AND I KNOW THIS IS SOMETHING THE C.E.O. IS GOING
13 TO EVALUATE AS FAR AS DOING THAT ASPECT OF IT, THE ONLY REASON
14 THAT WE EVER SEE THESE THINGS, BY THE WAY, IT'S NOT BECAUSE
15 WE'RE INVOLVED IN ANY IMPLEMENTATION ASPECTS WHATSOEVER OF
16 INMATES IN CUSTODY. WE SEE IT WHEN IT'S A LIABILITY, WHEN IT'S
17 A LAWSUIT. THAT'S WHEN WE SEE IT. AND IT'S USUALLY COULD BE AS
18 FAR AS THREE, FIVE YEARS AFTER THE FACT. IT VERY RARELY IS WE
19 HEAR ABOUT IT OR KNOW ABOUT IT WITHIN WEEKS OF WHEN IT -- IT'S
20 USUALLY AT THE END OF -- AND, YOU KNOW, IT'S SOMETIMES A
21 STATUTE OF LIMITATIONS IS GONE. SOMETIMES IT'S BEEN HELD UP
22 BECAUSE SUPPOSEDLY IT WENT TO THE D.A. FOR SOME KIND OF
23 INVESTIGATION. EVERYTHING TAKES A LONG TIME. SO WITH A RISK
24 MANAGER, WHICH IS I THINK A VERY HELPFUL COMPONENT OF
25 SUPERVISION AND ACCOUNTABILITY, YOU'RE SORT OF ASKING -- AND I



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1 JUST WANT TO GET A BETTER UNDERSTANDING -- THAT IT BE A
2 SEPARATE GROUP OF PEOPLE TO DO THE RISK MANAGEMENT. AND I
3 APPRECIATE THAT. THAT'S EVALUATING -- RISK MANAGEMENT TO ME IS
4 MORE OF EVALUATING LIABILITY. BUT YOU TAKE OUT THE
5 SUPERVISION. IT SEEMS AS THOUGH BY ADDING MORE RISK MANAGERS,
6 YOU'RE SAYING THE SUPERVISOR ISN'T RESPONSIBLE FOR THAT ASPECT
7 OF THE RISK THAT WAS CREATED. BECAUSE USUALLY A GOOD SUPERVISOR
8 WOULD KNOW IF YOU HAVE PEOPLE ACTING OUT OF POLICY,
9 INAPPROPRIATE, THAT MAINLY, MAINLY, WE DON'T KNOW, BUT IT MAY
10 LEAD TO LIABILITY AND SO ON. IT SEEMS AS THOUGH YOU'RE
11 DIFFUSING IT. COULD YOU SHARE WITH ME YOUR RATIONALE AS TO HOW
12 YOU'VE APPROACHED THIS WHOLE RISK MANAGEMENT ISSUE?

13

14 **RICHARD DROOYAN:** WELL, I THINK EVERY ORGANIZATION OF ANY
15 COMPLEXITY NEEDS BOTH SUPERVISION AND SEPARATE RISK
16 MANAGEMENT. CERTAINLY I AGREE WITH YOU THAT A SUPERVISOR
17 SHOULD BE AWARE IF HE OR SHE HAS A DEPUTY WHO'S ACTING OUT OF
18 POLICY AND BOTH SERGEANT LIEUTENANTS AS WELL AS CAPTAINS
19 SHOULD BECOME AWARE OF THAT AND SHOULD BE ABLE TO DEAL WITH
20 THAT EITHER IN THE DISCIPLINARY SYSTEM OR IN THE TRAINING
21 SYSTEM. BUT AT THE SAME TIME, HAVING A RISK MANAGER WHO HAS A
22 BROADER PERSPECTIVE, WHO IS LOOKING SPECIFICALLY AT RISK I
23 THINK IS A VALUABLE MANAGEMENT TOOL FOR CAPTAINS AND ABOVE TO
24 HAVE A SECOND SET OF EYES WITH A DIFFERENT PERSPECTIVE LOOKING
25 AT DEPARTMENT OF OPERATIONS. AND I THINK EVERY COMPLEX



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1 ORGANIZATION NEEDS BOTH. AND IT SHOULD NOT IN ANY WAY BE
2 PERCEIVED THAT BY A SUPERVISOR THAT OH, THERE'S RISK
3 MANAGEMENT OVER HERE, SO I DON'T HAVE TO WORRY ABOUT WHETHER I
4 HAVE A PROBLEM DEPUTY OR A PROBLEM GROUP OF DEPUTIES ON MY
5 HANDS. THE RISK MANAGER OUGHT TO BE LOOKING AT HOW THAT
6 SUPERVISION AND HOW THAT CAPTAIN ARE WORKING SO THAT UPPER
7 MANAGEMENT KNOWS WHETHER THERE IS A PROBLEM IN THIS FACILITY
8 OR THAT FACILITY. SO TO ME YOU NEED BOTH. AND IT SHOULD NOT IN
9 ANY WAY DIFFUSE THE RESPONSIBILITY OF THE SUPERVISOR.

10

11 **SUP. MOLINA:** MR. DROOYAN, THIS IS THE CRUX OF MY PROBLEM,
12 OKAY, WITH BUREAUCRATS ACROSS-THE-BOARD. THERE SEEMS TO BE A
13 TENDENCY WHEN ACCOUNTABILITY SHOULD BE IN PLACE AND
14 SUPERVISION AND MANAGEMENT SHOULD BE HELD ACCOUNTABLE,
15 EVERYBODY STARTS DIFFUSING IT AND SAYING "THAT'S PERFORMANCE
16 MANAGEMENT'S RESPONSIBILITY. THAT'S INVESTIGATIVE'S
17 RESPONSIBILITY ." AND SORT OF THE SUPERVISORS STEP BACK. WE
18 SEE IT IN CHILDREN'S SERVICES, WE SEE IT IN PROBATION, WE USED
19 TO SEE IT IN THE HEALTH DEPARTMENT, AS WELL, WITH MEDICAL
20 MALPRACTICE, IS EVERYBODY STEPPING BACK AND DIFFUSING THE
21 SITUATION, AND IT CREATES A REAL PROBLEM BECAUSE FOR US, WE
22 CAN'T CREATE KIND OF A TANGIBLE PATHWAY AS TO SEEING THESE
23 THINGS BEING CORRECTED. AND EVEN ESTIMATES WHEN THERE IS RISK
24 MANAGEMENT ISSUES AND THEY ARE IDENTIFIED WITHIN A UNIT, IT
25 STAYS WITHIN THE UNIT TO SAY IT STAYS BEYOND IT, NOBODY CAN



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1 SAY THAT'S THAT HOSPITAL, THAT IS THAT CAMP. AND SO I GUESS
2 I'M TRYING TO UNDERSTAND HOW A RISK MANAGER -- THIS IS A
3 SHERIFF RIGHT NOW DOES NOT HAVE ANY RISK MANAGEMENT
4 WHATSOEVER.

5

6 **RICHARD DROOYAN:** NO, THEY DO HAVE RISK MANAGEMENT. BUT I DON'T
7 THINK IT HAS FOCUSED ON INMATE GRIEVANCES AND USE-OF- FORCE
8 INCIDENTS AS MUCH AS I THINK IT SHOULD.

9

10 **SUP. MOLINA:** SO WHAT IS THEIR RISK MANAGEMENT? ON WORKMAN'S
11 COMP? ON WHAT?

12

13 **RICHARD DROOYAN:** I THINK THE RISK MANAGEMENT LOOKS AT
14 PERSONNEL ISSUES. I THINK THE SIGNIFICANT COMPONENT OF RISK
15 MANAGEMENT IS PERSONNEL. LET ME, IF I MIGHT, I THINK, FIRST OF
16 ALL, THAT YOU RAISE A VERY, VERY IMPORTANT POINT. IT WAS A
17 CONCERN OF THE COMMISSION, AND THAT IS THE ISSUE OF
18 ACCOUNTABILITY. AND I THINK THAT THE COMMISSION FOUND THAT
19 THERE WAS A LACK OF ACCOUNTABILITY WITHIN THE DEPARTMENT AND
20 THAT IT WAS A PROBLEM. AND ONE OF THE SIGNIFICANT
21 RECOMMENDATIONS WAS THAT THERE BE A NEW ASSISTANT SHERIFF FOR
22 THE CUSTODY DIVISION WHO HAD RESPONSIBILITY FOR RUNNING THAT
23 DIVISION AND WHO WAS ACCOUNTABLE DIRECTLY TO THE SHERIFF. AND
24 THAT HAS BEEN IMPLEMENTED. THE SHERIFF HAS SELECTED THAT
25 PERSON. AND I THINK WHAT WE SAW WAS A REAL GAP IN



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1 ACCOUNTABILITY BETWEEN WHAT WAS AT THE JAIL FACILITY AND ALL
2 THE WAY UP TO THE SHERIFF. AND SO THEY HAVE TAKEN THE FIRST
3 STEP TO IMPLEMENTING ACCOUNTABILITY. AND NOW IT'S GOING TO BE
4 CRITICAL THAT THE ASSISTANT SHERIFF AND CHIEF YIM WORK
5 TOGETHER AND HOLD THOSE COMMANDERS AND THOSE CAPTAINS ACCOUNT
6 ACCOUNTABLE FOR THEIR AREAS OF RESPONSIBILITY. I THINK THE
7 POINT YOU'RE MAKING WAS A GREAT CONCERN OF THE COMMISSION. AND
8 WAIT A PROBLEM FOR THE DEPARTMENT HISTORICALLY. AND I THINK
9 THINGS ARE MOVING IN THE RIGHT DIRECTION.

10

11 **SUP. MOLINA:** AGAIN, IN TRYING TO GET ASSURANCES OF THAT,
12 THAT'S THE ISSUE FOR ME. I DON'T KNOW. I AM HOPEFUL WHAT
13 YOU'RE ASSURING US OF IS EXACTLY CORRECT. BUT IF YOU LOOK AT
14 4.2, THAT'S THE ISSUE.

15

16 **RICHARD DROOYAN:** PERSONNEL DISCIPLINARY DECISIONS ARE THE
17 HARDEST THING FOR MANAGEMENT.

18

19 **SUP. MOLINA:** AGAIN, HERE YOU ARE, WE'RE TRYING TO HOLD
20 ACCOUNTABLE THE PEOPLE WHO WERE IN CHARGE OF CUSTODY, THAT LED
21 TO ALL OF THESE ISSUES THAT ARE NOW TWO YEARS OLD, IF NOT 10
22 YEARS OLD, BUT AT LEAST TWO YEARS OLD THAT WE KNOW OF. SO, DO
23 YOU KNOW WHAT THE TIME FRAME IS FOR THIS INVESTIGATION? I
24 MEAN, THIS WILL TELL. THIS WILL TELL IF, IN FACT -- IN OTHER
25 WORDS, IT'S LIKE ANYTHING ELSE. WE ALL HAVE TO HAVE -- IF THE



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1 TOP PEOPLE WHO ARE RESPONSIBLE ARE NOT HELD ACCOUNTABLE, IT IS
2 TOUGH FOR US ACROSS-THE-BOARD TO HOLD PEOPLE ACCOUNTABLE. SO
3 4.3 -- 4.2, DOES IT HAVE A TIME FRAME?

4

5 **RICHARD DROOYAN:** MY UNDERSTANDING IS IT'S GOING TO BE WITHIN
6 THE NEXT 30 TO 60 DAYS.

7

8 **SUP. MOLINA:** GOOD TO KNOW.

9

10 **RICHARD DROOYAN:** I WOULD POINT OUT THAT THE CAPTAIN IN CHARGE
11 OF MEN'S CENTRAL JAIL HAS RETIRED.

12

13 **SUP. MOLINA:** KIND OF CONVENIENT, HUH?

14

15 **RICHARD DROOYAN:** CHIEF WHO WAS OVER IT, AT THE TIME, ONE OF
16 THE CHIEFS HAS RETIRED, ONE OF THE ASSISTANT SHERIFFS HAS
17 RETIRED. SO, MANY OF THE PEOPLE WHO DID HAVE OVERSIGHT
18 RESPONSIBILITY FOR THE JAILS DURING THE PERIOD OF TIME IN
19 WHICH THERE WERE MANY PROBLEMS ARE NO LONGER WITH THE
20 DEPARTMENT.

21

22 **SUP. MOLINA:** BUT THAT DOESN'T MEAN THERE'S NOT GOING TO BE AT
23 LEAST ACCOUNTABILITY. I THINK LIKE ANYTHING ELSE, YOU NEED TO
24 FINISH THE INVESTIGATION. DOES THAT MEAN THE INVESTIGATION IS
25 NOT GOING TO MOVE FORWARD?



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1

2 **RICHARD DROOYAN:** NO. IT MEANS THEY'RE GOING TO CONTINUE TO
3 COMPLETE THE INVESTIGATION AND IT WILL BE DONE WITHIN, MY
4 UNDERSTANDING, WITHIN THE NEXT 30 TO 60 DAYS.

5

6 **SUP. MOLINA:** BECAUSE EVEN IF THEY DO NOT HAVE ACCOUNTABILITY,
7 THEY SHOULD HAVE ACCOUNTABILITY TO A PROCESS THAT SHOULD HAVE
8 HAPPENED, RIGHT?

9

10 **RICHARD DROOYAN:** CORRECT.

11

12 **SUP. MOLINA:** GOOD. THEN LET ME ASK THE QUESTION ABOUT TIME
13 FRAME UNDER 5.6, THEY SAID UNDER THIS ONE, ABOUT A FIRM POLICY
14 OF ZERO TOLERANCE FOR ACTS OF DISHONESTY. THEY WERE SUPPOSED
15 TO HAVE THE GUIDELINES PUBLISHED ON FEBRUARY THE 17TH. DID
16 THEY MEET THEIR TIME FRAME?

17

18 **RICHARD DROOYAN:** THE DOCUMENT THAT I RECEIVED FROM THE
19 DEPARTMENT OVER THE WEEKEND WAS WHAT I UNDERSTOOD TO BE AN
20 EARLIER DRAFT. AND IT DID NOT REFLECT THE CHANGES THAT I HAD
21 RECOMMENDED AND THAT I HAD UNDERSTOOD THAT THE DEPARTMENT HAD
22 ADOPTED. SO EITHER THERE WAS JUST AN ERROR IN THE TRANSMISSION
23 TO ME OR THERE WAS AN ERROR IN THE PUBLICATION AND IT'S GOING
24 TO HAVE TO GET DONE IN THE NEXT WEEK.

25



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1 **SUP. MOLINA:** MR. DROOYAN, ONE. THINGS WE'VE DONE IS PLAYED A
2 LOT OF GAMES WITH THE SHERIFF FOR THE LAST 2-1/2 YEARS, "IT'S
3 DONE, IT'S GOING TO GET DONE, IT'S IN THE PROCESS." ONE OF THE
4 THINGS THAT WOULD BE CLARIFYING FOR US AND I THINK WE NEED TO
5 KNOW CLEARLY, THIS IS AN EXAMPLE. I DON'T KNOW, AS YOU SAID AT
6 THE END OF YOUR DISCUSSION, YOUR PRELIMINARY REPORT, IS THAT
7 FOR THE FUTURE, WE NEED TO LOOK AT ROBUST COMMAND. AND I TAKE
8 IT THAT ROBUST COMMAND IS REALLY GOING TO BE A SET OF
9 COMMANDERS AND MANAGEMENT THAT IS GOING TO UNDERSTAND ALL
10 THESE RECOMMENDATIONS AND HAVE A CLEAR UNDERSTANDING OF WHAT
11 THEY ARE AND HOW THEY WORK AND CERTAINLY IMPLEMENT THEM
12 INSTEAD OF JUST LAYING BACK AND SAYING EVENTUALLY WE'RE GOING
13 TO GET TO THE TIME FRAME WHICH WILL LET YOU KNOW WHEN WE MIGHT
14 BE ABLE AND MIGHT BE WILLING TO DO IT, WHICH IS NONSENSE. AND
15 THOSE ARE THE ANSWERS I USUALLY GET. SO, AGAIN, HERE WAS A
16 TIGHT TIME FRAME. I FOCUS ON IT BECAUSE IT SPEAKS VOLUMES
17 ABOUT OTHER TIME FRAMES. SO COULD YOU PROVIDE US SOME
18 ASSURANCES ON THE OTHER 30 TO 60 DAYS IS OKAY. BUT IF IT'S NOT
19 30 TO 60, SO I DON'T MIND IT BEING 35 DAYS, BUT IF IT'S GOING
20 TO BE OVER 60 DAYS, WE NEED TO KNOW.

21
22 **RICHARD DROOYAN:** I UNDERSTAND. IF YOU'RE TALKING ABOUT THIS
23 ONE THAT WE WERE JUST LOOKING AT RIGHT NOW, AS I SAID, I
24 TALKED TO THE COMMANDER WHO I HAD BEEN WORKING WITH THIS
25 MORNING. I SHOWED HER MY COPY OF THE GUIDELINES. AND IT DIDN'T



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1 HAVE THE -- MY LAST RECOMMENDATIONS IMPLEMENTED. AND SHE
2 LOOKED AT THAT AND SHE SAID THAT SOMETHING'S WRONG BECAUSE
3 THEY WERE SUPPOSED TO HAVE BEEN IMPLEMENTED. AND I'M CONFIDENT
4 THAT THAT'S GOING TO GET DONE WITHIN THE NEXT TWO WEEKS IF NOT
5 SOONER. IT MAY HAVE BEEN IMPLEMENTED AND I JUST GOT THE
6 EARLIER DRAFT. BUT WHAT I GOT DIDN'T IMPLEMENT MY FINAL
7 RECOMMENDATIONS.

8

9 **SUP. MOLINA:** TWO LAST QUESTIONS. IN THE ISSUE OF THIS MOST
10 RECENT INCIDENT OF DESTRUCTIVE CLIQUES, I WAS SORT OF
11 SURPRISED BY THE TERMINATION. WE HAD BEEN INFORMED, WE READ
12 ABOUT IT IN THE PRESS. OR AT LEAST I DID. AND I WAS A LITTLE
13 CONCERNED ABOUT IT, NOT FROM ANYTHING -- I THINK THAT THEY
14 TOOK THE RIGHT ACTION. THE ISSUE IS THAT I DON'T KNOW THAT
15 THEY FOLLOWED THEIR OWN GUIDELINES FOR IT. AND SO
16 PARTICIPATION IN A CLIQUE, DESTRUCTIVE OR NOT, IS A MATTER OF
17 INTERPRETATION. SO WAS THAT POLICY IN PLACE? OR IS THAT WHEN
18 THEY'VE TERMINATED THEM? OR IS THAT A NEW POLICY THAT I'M NOT
19 SURE I UNDERSTAND? I MEAN, EVERYTHING ELSE AROUND HERE GOES
20 THROUGH UNBELIEVABLE AND EXHAUSTIVE INVESTIGATIONS, AND ALL OF
21 A SUDDEN YOU GET THIS ONE. I'M NOT SAYING THAT I WOULD DO
22 DIFFERENTLY. I'M JUST TRYING TO UNDERSTAND BECAUSE LIKE I
23 SAID, I'M GOING TO BE FACING LIABILITY ISSUE, MAYBE NOT THIS
24 WEEK, MAYBE NOT NEXT MONTH, BUT MAYBE A YEAR FROM NOW WHERE
25 THIS MAY OCCUR. AND SO I'M TRYING TO UNDERSTAND. DO YOU KNOW



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1 THESE TERMINATIONS? BECAUSE YOU REPORTED ON THEM, WERE WITHIN
2 POLICY OR NOT?

3

4 **RICHARD DROOYAN:** I'M CONFIDENT THAT THE DEPARTMENT RELIED ON
5 SOME EXISTING POLICY AS THE BASIS FOR A TERMINATION. I DON'T
6 KNOW SPECIFICALLY WHICH POLICY THE DEPARTMENT RELIED ON. I
7 DON'T KNOW THAT THEY HAVE A SPECIFIC POLICY THAT SAYS IF YOU
8 PARTICIPATE IN A CLIQUE, YOU WILL BE FACING DISCIPLINE. BUT
9 THE DEPARTMENT DOES HAVE POLICIES WITH RESPECT TO STANDARDS OF
10 CONDUCT OF INDIVIDUAL DEPUTIES. AND IF INDIVIDUAL DEPUTIES ARE
11 ENGAGED IN PARTICIPATING IN CLIQUES AND ENGAGING IN ACTIVITIES
12 THAT ARE CONTRARY TO THE STANDARDS EXPECTED OF DEPUTY
13 SHERIFFS, THERE ARE POLICIES I'M CERTAIN THAT WOULD BE A BASIS
14 FOR DISCIPLINE.

15

16 **SUP. MOLINA:** COULD WE ASK YOU TO EXPAND ON THAT IN THE NEXT
17 REPORT?

18

19 **RICHARD DROOYAN:** SURE.

20

21 **SUP. MOLINA:** COULD I ASK OUR COUNTY COUNSEL TO UPDATE US WITH
22 WHAT THE SITUATION IS THERE? BECAUSE CERTAINLY THERE HAVE BEEN
23 CLIQUES AT THE SHERIFF'S DEPARTMENT FOR DECADES. THE VIKINGS
24 ARE A WELL KNOWN GROUP. I DON'T KNOW IF THEY STILL EXIST OR
25 NOT. I DON'T KNOW IF POLICY WAS IN PLACE OR NOT IN PLACE. SO



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1 I'M TRYING TO UNDERSTAND UNDER THIS ONE AS TO, QUOTE,
2 DISRUPTIVE, "DESTRUCTIVE", NOT DISRUPTIVE. SO ANYWAY, IF WE
3 COULD GET ON THAT. FINALLY THE LAST QUESTION I WANT TO
4 UNDERSTAND, ONE OF MY BIGGEST ISSUES AND I STILL DON'T
5 UNDERSTAND THEM COMPLETELY, I TRY VERY HARD TO AND EVEN
6 GETTING ACCESS TO USE-OF-FORCE REPORTS AND EVALUATIONS, IT IS
7 VERY TOUGH FOR ME. AT THE END OF THE DAY, I AM PRESENTED WITH
8 A SETTLEMENT. AND IT COULD BE ANYWHERE FROM 150,000 TO 6.8
9 MILLION DOLLARS ON USE OF FORCE. AND SO CONSEQUENTLY, I DON'T
10 HAVE ANY MECHANISM TO FIND OUT IF IN FACT WAS IT A VIOLATION
11 OF POLICY? OR WAS IT JUST A SETTLEMENT FOR THE SAKE OF
12 SETTLEMENT SINCE THIS PERSON IS NOW PROBABLY GOING TO MAKE A
13 VERY CONVINCING, YOU KNOW, WITNESS, OR VERY CONVINCING
14 PLAINTIFF. AND SO I'M TRYING TO UNDERSTAND WHEN YOU SAY THAT
15 "OUR CONSULTANTS ATTENDED THIS EVALUATION, THEY WERE IMPRESSED
16 BY THE RIGOR OF THE ANALYSIS AND THE MANNER IN WHICH THE
17 SUPERVISORS ACCOUNTABLE FOR THE FORCE PACKAGES." I AM NOT ONE
18 WHO WOULD SAY THAT PRESENTLY. BUT YOU ARE SAYING THAT, WHICH
19 IS GOOD. COULD WE GET FROM THE CONSULTANTS WHAT WAS IMPRESSIVE
20 TO THEM AS TO, YOU KNOW, I MEAN, IS IT BECAUSE IT WAS
21 THOROUGH? IT WAS CLEAR? IT CLEARLY MADE A CASE AS TO WHAT THIS
22 USE-OF-FORCE INVESTIGATION -- BECAUSE WHEN I SEE THEM, IT'S
23 ALL OVER THE PLACE. THERE ARE JUST A LOT OF AFFIDAVITS. IT'S A
24 LOT OF INFORMATION. IT'S A BIG BOX OF INFORMATION. I DON'T
25 UNDERSTAND IT TO BE RIGOROUS. I UNDERSTAND IT TO BE TIME



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1 CONSUMING AND ALL OF THAT. BUT RIGOROUS I WOULD SAY THAT IT
2 REALLY IS THOROUGH WHEN THEY FOLLOW-UP ON IT. SO COULD I ASK
3 MAYBE FOR THE CONSULTANTS THAT ATTENDED THIS THING TO MAYBE
4 WRITE SOMETHING THAT MIGHT LET US KNOW WHO LOOK AT THESE
5 THINGS FROM TIME TO TIME, AS TO WHAT HE MEANS BY "RIGOR OF
6 THAT ANALYSIS"?

7

8 **RICHARD DROOYAN:** CERTAINLY. AND I WILL ATTEND ONE OF THOSE
9 SESSIONS, AS WOMEN, AND WILL REPORT BACK TO YOU WHAT I SEE.

10

11 **SUP. MOLINA:** THANK YOU. I APPRECIATE IT.

12

13 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH, SUPERVISOR
14 MOLINA. JUST A COUPLE OF QUESTIONS BEFORE WE MOVE TO THE
15 SHERIFF. I NOTE THAT RECOMMENDATION 7.8 REFERENCES TO THE
16 MATTER OF A RISK MANAGER. AND TO WHAT EXTENT HAVE YOU, TO YOUR
17 OWN SATISFACTION, MR. DROOYAN, ADDRESSED THIS ISSUE? MAYBE THE
18 BOARD WOULD BENEFIT FROM A BIT MORE AMPLIFICATION ON YOUR PART
19 AT THIS JUNCTURE.

20

21 **RICHARD DROOYAN:** WELL, THIS RECOMMENDATION AROSE OUT OF THE
22 EVIDENCE PRESENTED TO THE COMMISSION THAT A NUMBER OF FORCE
23 PACKAGES AND REQUIRED REPORTS HAD NOT BEEN DONE AT MEN'S
24 CENTRAL JAIL.

25



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1 **SUP. RIDLEY-THOMAS, CHAIRMAN:** RIGHT.

2

3 **RICHARD DROOYAN:** AND HAD INDEED BEEN FILED AWAY IN DESK
4 DRAWERS AND CABINETS. AND THERE WAS A MINI USE-OF- FORCE
5 REPORTS THAT HADN'T BEEN PROCESSED PROPERLY. SO ONE OF THE
6 BASES FOR THIS RECOMMENDATION WAS TO HAVE SOMEBODY AT THE
7 FACILITY WHO WAS SPECIFICALLY ASSIGNED THE RESPONSIBILITY FOR
8 MONITORING AND TRACKING THE USE-OF-FORCE INVESTIGATIONS AND
9 THE REPORTING OF THOSE USE-OF-FORCE INCIDENTS. AND WE HAD BEEN
10 ALSO TAUGHT THAT THAT PERSON SHOULD HAVE THE ADDED
11 RESPONSIBILITY OF RISK MANAGEMENT LOOKING AT USE-OF- FORCE
12 INCIDENTS WITHIN A PARTICULAR FACILITY FOR TRENDS, CONCERNS,
13 ISSUES AMONG DEPUTIES, THINGS LIKE THAT SO THAT YOU HAD THIS
14 SECOND SET OF EYES REPORTING TO THE UNIT COMMANDER, YOUR
15 CAPTAIN AT THE UNIT LEVEL. THE DEPARTMENT HAS ALSO NOW
16 BELIEVES THAT THAT PERSON CAN HAVE THE ADDITIONAL
17 RESPONSIBILITY OF CONDUCTING THE ADMINISTRATIVE
18 INVESTIGATIONS.

19

20 **SUP. RIDLEY-THOMAS, CHAIRMAN:** YES.

21

22 **RICHARD DROOYAN:** OF THE CATEGORY 1 USES OF FORCE SO THAT THOSE
23 ARE NOT DONE BY THE DEPUTY SUPERVISORS.

24



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1 **SUP. RIDLEY-THOMAS, CHAIRMAN:** RIGHT. BUT THERE'S BEEN A
2 RECOMMENDATION FOR X NUMBER OF AT LEAST LIEUTENANTS TO FILL
3 THE OVERALL RESPONSIBILITIES RELATED TO RISK MANAGEMENT. IS IT
4 THE CASE THAT YOUR ADVISORY TEAM HAD SOME QUESTIONS ABOUT
5 THAT? AND IF SO, MAYBE YOU CAN GIVE US A GREATER APPRECIATION
6 INTO THE INSIGHT AS TO WHY YOU MIGHT HAVE DIFFERED WITH THE
7 RECOMMENDATION. THAT'S WHAT I'M DRIVING AT.

8

9 **RICHARD DROOYAN:** YES, OKAY. WHEN WE LOOKED AT THIS, AND IN
10 PARTICULAR I WENT OUT AND VISITED MOST OF THE FACILITIES. I
11 STILL HAVEN'T VISITED A COUPLE DOWN HERE. YOU LOOK AT THE
12 DIFFERENT FACILITIES, THE DIFFERENT INMATE POPULATIONS, AND
13 WHAT I THINK WE CAME UP WITH A CONCLUSION WAS THAT YOU DIDN'T
14 NEED A RISK MANAGER AT EACH OF THE FACILITIES UP NORTH, THAT
15 YOU COULD PROBABLY GET BY WITH INSTEAD OF FOUR RISK MANAGERS,
16 LIEUTENANTS UP THERE, YOU COULD GET BY WITH TWO, ONE FOR NORTH
17 AND SOUTH -- YEAH, I WOULD THINK NORTH AND SOUTH GIVEN WHERE
18 THEY'RE CONFIGURED AND ONE FOR N.C.C.F. AND EAST.

19

20 **SUP. RIDLEY-THOMAS, CHAIRMAN:** SO YOUR POINT IS TO ESSENTIALLY
21 REDUCE THE NUMBER THAT THE SHERIFF MIGHT HAVE RECOMMENDED AND
22 NOT THE FUNCTION ITSELF, OBVIOUSLY, RIGHT?

23

24 **RICHARD DROOYAN:** RIGHT. REDUCE THE NUMBER ACTUALLY THE
25 COMMISSION RECOMMENDED. THE COMMISSION ACTUALLY RECOMMENDED



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1 ONE FOR EACH OF THE FACILITIES. BUT WHEN WE LOOKED AT THAT AND
2 SORT OF ANALYZED WHAT THE DUTIES AND RESPONSIBILITIES WERE AND
3 THE NATURE OF THE DIFFERENT FACILITIES, PARTICULARLY UP NORTH,
4 I THINK WE REACHED A CONCLUSION THAT YOU COULD GET BY WITH TWO
5 UP NORTH AND FOUR DOWN HERE RATHER THAN EIGHT TOTAL.

6

7 **SUP. RIDLEY-THOMAS, CHAIRMAN:** YES. IT WAS A CONCERN FOR THE
8 COMMISSION, BUT AS A MATTER OF FACT, I THINK, IT IS THE
9 SHERIFF'S DEPARTMENT WHO REQUESTED FUNDING FOR EIGHT.

10

11 **RICHARD DROOYAN:** CORRECT.

12

13 **SUP. RIDLEY-THOMAS, CHAIRMAN:** AND YOU'RE SAYING YOU COULD DO
14 WELL WITH LESS THAN THAT?

15

16 **RICHARD DROOYAN:** CORRECT.

17

18 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. WITH RESPECT TO
19 RECOMMENDATION 5.6 REGARDING A FIRM POLICY FOR ACTS OF
20 DISHONESTY AND PENALTY GUIDELINES, THEY WERE TO BE ISSUED ON
21 FEBRUARY 17TH. AND PERHAPS IT WOULD BE USEFUL FOR THE BOARD TO
22 HAVE SOME APPRECIATION FOR WHETHER THE GUIDELINES HAVE BEEN
23 ISSUED AND WHAT YOUR ROLE WOULD BEAR RESPONSIBILITY FOR
24 OVERSEEING IMPLEMENTATION POLICY IN THIS REGARD.

25



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1 **RICHARD DROOYAN:** WELL, THIS POLICY, WHEN IT IS FINALLY
2 IMPLEMENTED, IS DEPARTMENT-WIDE.

3

4 **SUP. RIDLEY-THOMAS, CHAIRMAN:** RIGHT.

5

6 **RICHARD DROOYAN:** EVERYBODY HAS RESPONSIBILITY FOR IT. EVERY
7 UNIT HAS TO CONDUCT ANY INVESTIGATIONS INVOLVING VIOLENCE.

8

9 **SUP. RIDLEY-THOMAS, CHAIRMAN:** BUT IS THERE A PARTICULAR BUREAU
10 WITHIN THE DEPARTMENT WHO IS ASSIGNED RESPONSIBILITY FOR
11 OVERSEEING IMPLEMENTATION AND ENFORCEMENT OF THIS PARTICULAR
12 POLICY? AND I WANT TO BE CLEAR AS TO WHETHER THE GUIDELINES
13 HAVE, IN FACT, BEEN PROMULGATED.

14

15 **RICHARD DROOYAN:** THE ANSWER TO YOUR FIRST QUESTION, YES, THERE
16 WAS A BUREAU THAT WAS RESPONSIBLE.

17

18 **SUP. RIDLEY-THOMAS, CHAIRMAN:** AND WHICH BUREAU IS IT?

19

20 **RICHARD DROOYAN:** THE COMMANDER OVER THE INTERNAL AFFAIRS
21 BUREAU.

22

23 **SUP. RIDLEY-THOMAS, CHAIRMAN:** IS THAT SATISFACTORY PURSUANT TO
24 YOUR ASSESSMENT AND THE RECOMMENDATIONS RELATED TO
25 IMPLEMENTATION?



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1

2 **RICHARD DROOYAN:** YES.

3

4 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. SO THAT'S THE CASE.
5 HAVE GUIDELINES BEEN ISSUED?

6

7 **RICHARD DROOYAN:** THAT GOES BACK TO THE CONFUSION. THE
8 GUIDELINES THAT I RECEIVED OVER THE WEEKEND DO PROVIDE FOR
9 ENHANCED PENALTIES. BUT THERE WAS A COUPLE OF RECOMMENDATIONS
10 THAT I MADE THAT THE DEPARTMENT HAD AGREED TO THAT DIDN'T GET
11 IN THE GUIDELINES THAT I SAW.

12

13 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT.

14

15 **RICHARD DROOYAN:** SO THEY ARE GOING TO BE -- THEY NEED TO BE
16 FINALIZED BECAUSE THERE ARE CERTAIN RECOMMENDATIONS --

17

18 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THEY ARE NOT AS OF NOW SET WITH
19 THE CONCURRENCE OF THE IMPLEMENTATION MONITOR, IS THAT WHAT WE
20 UNDERSTAND?

21

22 **RICHARD DROOYAN:** WHAT I'VE SEEN DOES NOT REFLECT EVERYTHING --

23

24 **SUP. RIDLEY-THOMAS, CHAIRMAN:** MEMBERS? PROCEED.

25



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1 **RICHARD DROOYAN:** WHAT I SAW OVER THE WEEKEND DOES NOT REFLECT
2 ALL OF MY RECOMMENDATIONS.

3

4 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. AND THEN THE FINAL
5 POINT THAT I WANT TO RAISE IS YOUR CONCERN ABOUT THE ISSUE OF
6 CAMPAIGN CONTRIBUTIONS AND THE LIKE. YOU DID SAY DEFINITELY
7 THAT THAT POLICY HAD BEEN VIEWED, ESTABLISHED, WITH YOUR
8 INPUT. AND AS FAR AS YOU'RE CONCERNED AS TO YOUR KNOWLEDGE AT
9 THIS POINT, THAT HAS BEEN PROMULGATED AND IT BECOMES
10 DEPARTMENT POLICY, CORRECT?

11

12 **RICHARD DROOYAN:** CORRECT.

13

14 **SUP. RIDLEY-THOMAS, CHAIRMAN:** IS IT NOT, IN YOUR VIEW, THAT
15 THIS SHOULD BE ELEVATED TO THE CONCERN OF ORDINANCE OR ACTION
16 ON THE PART OF THE BOARD ITSELF SO THAT IT IS NOT SIMPLY
17 CONFINED AS A POLICY OF THE DEPARTMENT? IT WOULD SEEM TO ME
18 THAT SUCH A MATTER HAS A BROADER IMPLICATIONS. AND I'M GOING
19 TO ASK IF COUNTY COUNSEL WOULD WEIGH IN AT THE APPROPRIATE
20 TIME AS TO HOW THAT WOULD PROCEED ABSENT VIOLATING ANYTHING
21 THAT WOULD TRIGGER STATE LAW ISSUES. BUT THIS IS A MATTER THAT
22 IN MY VIEW SHOULDN'T BE AT THE INITIATION EXCLUSIVELY OF THE
23 DEPARTMENT ITSELF. I WOULD THINK THAT THE BOARD AND ITS
24 ENTIRETY WOULD WANT TO ADDRESS THIS ISSUE.

25



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1 **RICHARD DROOYAN:** I THINK THE ISSUE IS AN ISSUE THAT ANY
2 ORGANIZATION FACES. AND IF YOU HAVE PEOPLE WHO ARE RUNNING FOR
3 OFFICE, WHO ARE SEEKING CAMPAIGN CONTRIBUTIONS FROM PEOPLE
4 WITHIN THE ORGANIZATION, THEY SHOULDN'T HAVE ANY
5 RESPONSIBILITY FOR MAKING PERSONNEL DECISIONS AFFECTING THAT
6 PERSON'S CAREER. AND JUST LIKE WHEN YOU HAVE A PERSONAL
7 RELATIONSHIP IN AN ORGANIZATION, AS IN LIFE, SIBLINGS, PARENT-
8 CHILD, THOSE PEOPLE WHO ARE IN A SUPERVISORY ROLE SHOULD NOT
9 HAVE ANY RESPONSIBILITY FOR PERSONNEL DECISIONS AFFECTING
10 SOMEBODY WITH WHOM THEY HAVE A CLOSE PERSONAL RELATIONSHIP. I
11 THINK IT'S BROADER THAN JUST THE SHERIFF'S DEPARTMENT, AND I
12 DON'T DISAGREE WITH YOU. IT COULD BE A COUNTY-WIDE ISSUE.

13

14 **SUP. RIDLEY-THOMAS, CHAIRMAN:** YES. I'M ESSENTIALLY SAYING THAT
15 TO THE EXTENT THAT IT'S FUNCTIONING IN THE SHERIFF'S
16 DEPARTMENT IT MAY HAVE UNIQUE CONTOURS. IT OUGHT STILL TO COME
17 TO THE ATTENTION OF THE BOARD AS IT RELATES TO THE SHERIFF'S
18 DEPARTMENT. IF IT HAS IMPLICATIONS BROADER THAN THAT, SO BE
19 IT. SO I'M GOING TO REQUEST THAT COUNTY COUNSEL OPINE ON THAT,
20 GET BACK TO THE BOARD AT THE NEXT PRESENTATION ON THE MATTERS
21 AT HAND AND THE BOARD CAN THEN DETERMINE HOW IT WOULD CHOOSE
22 TO DISPOSE OF THE ISSUE. ALL RIGHT. THAT CONCLUDES THE
23 QUESTIONS THAT I WANT TO POSE FOR RIGHT NOW. IF THERE ARE NO
24 OTHER QUESTIONS FOR THE IMPLEMENTATION MONITOR, WE WILL ASK
25 YOU TO STAY WITH US.



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1

2 **RICHARD DROOYAN:** I WILL.

3

4 **SUP. RIDLEY-THOMAS, CHAIRMAN:** BUT WE APPRECIATE YOUR
5 PRESENTATION AT THIS POINT.

6

7 **RICHARD DROOYAN:** THANK YOU.

8

9 **SUP. RIDLEY-THOMAS, CHAIRMAN:** MEMBERS, LET'S, THEN, HEAR FROM
10 THE SHERIFF IN TERMS OF HIS REPORT AT THIS TIME. SHERIFF BACA,
11 PLEASE COME FORWARD. MEMBERS, AS YOU'LL RECALL, OUR PROCESS
12 WAS TO ESSENTIALLY HEAR FROM OUR IMPLEMENTATION MONITOR. AND
13 WE HAVE DONE THAT. THIS IS HIS THIRD REPORT. AND TO THEN HEAR
14 FROM THE SHERIFF AS IT RELATES TO HIS VIEW AND THE STATUS OF
15 THE RECOMMENDATIONS THAT HAVE BEEN MADE UP TO THIS POINT. MR.
16 DROOYAN REMAINS SO THAT HE CAN HAVE AN INTERACTION WITH THE
17 SHERIFF AT OUR BEHEST IF HE IS SO INCLINED OR IF THE BOARD
18 ITSELF WISHES TO DO SO. WE WELCOME YOU, SHERIFF BACA, AND THE
19 FLOOR IS YOURS.

20

21 **SHERIFF LEE BACA:** THANK YOU, AND GOOD MORNING. I WANT TO
22 ACKNOWLEDGE THE CIVIL GRAND JURY, THE MEMBERS WHO ARE HERE WHO
23 IS IT IN THE FRONT ROW WHO WE HAD CONSULTATIONS WITH. AND I
24 THANK THEM FOR BEING HERE. I HAVE A POWERPOINT. AND I'D LIKE



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1 TO -- DOES EACH BOARD MEMBER HAVE A COPY OF THIS POWERPOINT?

2 OKAY.

3

4 **SUP. RIDLEY-THOMAS, CHAIRMAN:** WE SHOULD BE IN RECEIPT.

5

6 **SHERIFF LEE BACA:** ALL RIGHT. THE ONSET OF MY COMMENTS WILL
7 INVOLVE THE DATA REGARDING THE USE OF FORCE. AS YOU CAN SEE IN
8 THE CHART BEFORE YOU, OUR GOAL IMMEDIATELY --

9

10 **SUP. RIDLEY-THOMAS, CHAIRMAN:** SHERIFF, AT SOME POINT IT WOULD
11 BE USEFUL FOR THE BOARD MEMBERS TO HAVE A COPY OF THE
12 POWERPOINT.

13

14 **SHERIFF LEE BACA:** I THOUGHT IT WAS ON YOUR SCREENS. MY
15 APOLOGY.

16

17 **SUP. RIDLEY-THOMAS, CHAIRMAN:** IT IS. WE'RE TALKING ABOUT A
18 HARD COPY. IT IS. IT IS ON OUR SCREENS.

19

20 **SHERIFF LEE BACA:** I THINK THE MOST SIGNIFICANT STARTING POINT
21 IS THAT WHEN THE A.C.L.U. HAD COLLECTED 100 OR SO USES-OF-
22 FORCE COMPLAINTS FROM INMATES, MY FIRST BUSINESS STEP OF ORDER
23 IS TO FIND OUT WHAT'S GOING ON HERE BY GOING RIGHT INTO THE
24 SYSTEM ITSELF, ASKING INMATES QUESTIONS, TALKING TO DEPUTIES
25 WHO HAVE USED FORCE AND COME UP WITH THIS FORCE PREVENTION



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1 POLICY WHICH IS THE ONLY ONE IN THE UNITED STATES OF ANY JAIL
2 OR PRISON. AND THEN LOOK AT THE POLICIES, LOOK AT THE
3 SUPERVISION, CERTAINLY LOOK AT THE MANAGERS. ALL THAT TAKES A
4 LITTLE TIME, BUT THE MOST IMPORTANT THING IS HOW DO YOU GET IN
5 FRONT OF THIS? AND I APPRECIATE THE CONCEPT OF BUREAUCRACY
6 BEING OFTEN A VERY, VERY DIFFICULT PART OF THE SOLUTION
7 BECAUSE BUREAUCRACY OPERATES IN A MANNER THAT REQUIRES
8 CONSTANT VIGILANCE ON PEOPLE LIKE MYSELF'S PART. NOW, WHAT WE
9 SHOW HERE IS THE REDUCTION -- AND THIS IS MY GOAL -- THAT
10 FORCE IN AND OF ITSELF IS A PHENOMENON THAT IS OFTEN
11 SPONTANEOUS WHERE THE INDIVIDUAL PARTIES INVOLVED, MEANING
12 DEPUTIES, PARTICULARLY ON ONE END AND INMATES ON THE OTHER,
13 THERE ARE PREDICTABLE INMATES IN TERMS OF THEIR VIOLENT PASTS
14 THAT WILL TELL YOU THAT IN A JAIL THEY WILL BE VIOLENT AGAIN.
15 BUT IN A CONCEPT OF WHEN THEY ACT OUT, OFTEN DEPUTIES ARE ON
16 THE SPOT REQUIRED TO DEAL WITH IT AND THEREFORE IT BECOMES A
17 MATTER OF WHAT ARE THE CAUSAL FACTORS OF WHY INMATES ACT OUT,
18 WHY DO DEPUTIES HAVE TO GET INVOLVED IN THE FIRST PLACE WITH
19 FORCE? THE IDEA OF REDUCING LIABILITY IS A BIG PART OF MY
20 ASSESSMENT, AND THAT IS THAT UNLESS YOU USE A PROCESS AS
21 OPPOSED TO AN ACTION, TACTICS RELATIVE TO A POLICY,
22 INDIVIDUALS CAN USE MINIMAL FORCE, MEDIUM FORCE OR MAXIMUM
23 FORCE DEPENDING UPON THE CIRCUMSTANCES. MY GOAL IS TO REDUCE
24 DOWN THE SIGNIFICANT FORCE THROUGH A PROCESS OF FORCE
25 PREVENTION PROCEDURES. WE'VE MANAGED TO DO THIS 62 PERCENT



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1 FROM THE YEAR 2002 AS THE CHART SAYS. AND WE'VE ALSO BEEN ABLE
2 TO REDUCE THE OVERALL NUMBER OF FORCE BY 57 PERCENT. THE NEXT
3 CHART, WE CREATED A CUSTODY FORCE RESPONSE TEAM. WE FELT THAT
4 IT WAS NECESSARY TO GET INTO THE DETAILS OF THE CAUSAL FACTORS
5 OF FORCE AND TO LIFT THE PROCESS OUT OF A DATA SYSTEM AND PUT
6 IT INTO A REAL MANAGEMENT HAND SYSTEM, NOT FORSAKING ONE FOR
7 THE OTHER, BUT THE DATA COMES AFTER THE FACT. BUT THE ACTIONS
8 HAVE TO BE IMMEDIATE WHEN IT COMES TO FORCE ISSUES. SO DISCUSS
9 THE FORCE RESPONSE TEAM HAS BEEN ABLE TO RESPOND TO
10 SIGNIFICANT FORCE INCIDENTS 100 TIMES IN 2012. THOSE USES OF
11 FORCE THAT WERE NOT ON THE REALM OF SIGNIFICANT OR WHAT WOULD
12 BE DESCRIBED AS PAINFUL, THERE WERE ABOUT 92 OF THOSE TYPES OF
13 INCIDENTS THAT THE CUSTODY FORCE TEAM DID NOT RESPOND TO BUT
14 100 THEY DID. THE CUSTODY FORCE REVIEW COMMITTEE THAT WE PUT
15 TOGETHER, WE LOOKED AT 62 CASES. FIVE OF THEM WERE REFERRED TO
16 THE UNIT LEVEL INVESTIGATORS. ONE CASE REFERRED TO THE
17 INTERNAL AFFAIRS BUREAU. THE KEY TO THIS POINT IS THAT IN
18 ORDER TO CUT THROUGH THE BUREAUCRACY THAT EXISTED BEFORE ALL
19 THIS, WE HAD THIS REVIEW TEAM IN PLACE SO WE COULD DO
20 IMMEDIATE ANALYSIS. THE NEXT CHART INDICATES THE
21 RECOMMENDATIONS THAT WERE REPORTED BY MR. DROOYAN. WE'LL GO TO
22 THE NEXT CHART. THE USE-OF-FORCE MANUAL THAT HAS BEEN
23 DISCUSSED EARLIER BY MR. DROOYAN. IT'S COMPLETED. IT'S ON OUR
24 WEBSITE. THERE IS AN ASPECT OF WHAT IS CALLED PULLING IT
25 TOGETHER SO IT'S MORE SIMPLIFIED. I THINK THAT'S A KEY CONCERN



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1 ON MINE, AS WELL. AND SO WE WANT TO MAKE SURE IT'S USER
2 FRIENDLY. WE HAVE TRAINED, AS MR. DROOYAN INDICATED, 97
3 PERCENT OF OUR PERSONNEL. THEY'RE THOROUGHLY FAMILIAR WITH
4 THIS. THEY ALSO HAD TO SIGN A DOCUMENT THAT THEY HAVE BEEN
5 TRAINED IN IT FOR THEIR PERSONNEL RECORDS. THE SIGNIFICANCE IN
6 THEM SIGNING THE DOCUMENT IS THAT THE IDEA THAT "WELL, I WAS
7 NEVER TRAINED IN THIS, SO THEREFORE IT BECOMES SOMETHING THAT
8 I WASN'T FAMILIAR WITH." THE TRUTH IS THEY HAVE BEEN FULLY
9 TRAINED AND THAT THEY ARE ABLE TO ACCOUNT FOR THAT TRAINING AS
10 THE DEPARTMENT REQUIRES THEM TO. THE NEXT IS THE USE-OF-FORCE
11 POLICY. WE DEVELOPED THIS POLICY RELATIVE TO ALL OF THE
12 DIFFERENT ANALYSES WE'VE DONE. WE THANK THE JAIL VIOLENCE
13 COMMISSION FOR THEIR WORK IN REGARDS TO THIS. IT WAS EFFECTIVE
14 JANUARY 1ST. WE DO WANT TO CONTINUE TO LOOK AT HOW THE
15 IMPLEMENTATION PROCESS CAN BE FURTHER SIMPLIFIED FOR THOSE WHO
16 MAY THINK IT'S TOO VOLUMINOUS IN CONTENT. THERE IS A DOCUMENT
17 IN RESPONSE TO SUPERVISOR MOLINA'S CONCERN THAT WAS PUBLISHED
18 ON FEBRUARY 14TH. IT'S NOT ON THE CHART. BUT I HAVE IT HERE.
19 IT'S THE GUIDELINES FOR DISCIPLINE AND EDUCATION-BASED
20 ALTERNATIVES. NEXT CHART? THE COMMENTS RELATIVE TO THE NEW
21 ASSISTANT SHERIFF HAVE BEEN MADE. THE CAMPAIGN CONTRIBUTIONS
22 POLICY HAS BEEN SPOKEN OF. THE INMATE COMPLAINTS HAVE BEEN
23 ALSO DISCUSSED. AND WE'LL MOVE TO THE NEXT CHART. THE CULTURE
24 ASPECTS OF THE DEPARTMENT, WE HAVE MET, MY CAPTAINS, MYSELF
25 AND COMMAND STAFF HAVE MET WITH 58,000 INMATES IN THE YEAR



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1 2012 LISTENING TO THEIR CONCERNS. WE BOOK INTO THE SYSTEM
2 140,000 ANNUALLY. SO YOU CAN SEE THAT IT'S WELL OVER A THIRD
3 WHO ARE SPEAKING ABOUT THE THINGS THAT WE NEED TO KNOW 1,609
4 MEETINGS. SINCE OCTOBER 11TH, HOWEVER, WE GOT THIS STARTED
5 RIGHT AWAY. I INSISTED THAT ALL CAPTAINS FOLLOW MY LEAD AND
6 JUST LISTEN TO INMATES TELL US WHAT THEIR CONCERNS WERE AS A
7 FORM OF PREVENTION AND DEVELOPING BETTER PRACTICES AND
8 PROCEDURES. WE'RE LOOKING FOR BEST PRACTICES, NOT JUST DOING
9 THINGS ADEQUATELY, BUT GOING WELL BEYOND THAT. SO WE HAD 1908
10 MEETINGS WITH 70,000 INMATES IN TOTAL SINCE WE BEGAN THIS
11 AGGRESSIVE REFORM. THE EDUCATION-BASED INCARCERATION, TO ME,
12 IS ONE OF THE CORNERSTONES AS TO WHY FORCE IS DOWN, AS WELL.
13 WE HAVE FOUND THAT MOST, IF NOT ALL, INMATES ENTER THE SYSTEM
14 DEPRESSED. THEY'RE STRESSED. THEY HAVE HIGH ANXIETY, NOT TO
15 MENTION WHATEVER MEDICAL PROBLEMS THEY'RE FACING. BY PUTTING
16 THEM IN CLASSES -- AND RIGHT NOW WE HAVE 8,500 INMATES IN
17 CLASSES TODAY WITH LIFE SKILLS AS THEIR PRIMARY FOCUS OF
18 LEARNING AS WELL AS ANGER MANAGEMENT, PARENTING AND ALL THE
19 OTHER ASPECTS OF BUILDING THEM INTO A NEW WORLD THAT ALLOWS
20 THEM TO LEAVE THE SYSTEM ON A RE-ENTRY PATTERN THAT HAS BEEN
21 DONE WITHIN THE SYSTEM. THERE IS THIS PARTICULAR DOCUMENT THAT
22 I'VE PREPARED ON EDUCATION-BASED INCARCERATION TITLED
23 "CREATING A LIFE WORTH LIVING" AND IT IS MY FIRM BELIEF THAT
24 JAILS THAT DO NOT EDUCATE PEOPLE WHO ARE INCARCERATED WILL
25 SEND SOMEONE OUT OF THE SYSTEM NOT PREPARED TO DO ANY BETTER



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1 THAN WHAT GOT THEM IN THE SYSTEM. I BELIEVE THAT THIS IS THE
2 KEY TO ANY FORM OF REENTRY IS TO TAKE THE TIME TO EDUCATE THE
3 INDIVIDUAL IN A FOCUSED, CONCENTRATED MANNER. THE NEXT IS THE
4 JAIL OPERATION CONTINUUM OF ETHICS TRAINING. WE BELIEVE THAT
5 THE DEPARTMENT'S CORE VALUES, OUR MISSION STATEMENT WHICH
6 INCLUDES REVERENCE AND RESPECT FOR ALL PEOPLE, INCLUDING THE
7 INCARCERATED, AND THAT WE CONTINUALLY REEMPHASIZE WHAT OUR
8 VALUES ARE, WHAT THE CONSTITUTIONAL POLICING REQUIRES,
9 CONSTITUTIONAL JAILING REQUIRES AND PROCEDURAL JUSTICE. AND I
10 HAVE BEEN INVITED BACK TO THE U.S. ATTORNEY'S OFFICE WHERE
11 I'VE LECTURED THE POLICE AND GAVE A PRESENTATION TO POLICE WHO
12 WERE HOSTED THERE BY OUR UNITED STATES ATTORNEY ON THE IDEA OF
13 PROCEDURAL JUSTICE AND CONSTITUTIONAL JAILING. NEXT SLIDE? SO
14 IN THE CUSTODY TRAINING BUREAU DEVELOPMENT, WE ARE WORKING
15 WITH THE C.E.O. ON FUNDING. IT WILL BE FULLY FOCUSED ON THE
16 CUSTODY RESPONSIBILITIES AND THE CUSTODY DIVISION. RELATIVE TO
17 THE DEPUTY CUSTODY ASSISTANT RATIO OF 65 TO 35, WE'VE
18 IDENTIFIED THESE 81 DEPUTY POSITIONS. AND WE WILL MOVE AS
19 EXPEDITIOUSLY AS POSSIBLE. I DON'T THINK IT WILL TAKE A WHOLE
20 YEAR TO DO, BUT WE HAVE TO CONSIDER WHAT OUR CURRENT BUDGET
21 LIMITATIONS ARE TODAY AS WE MOVE FORWARD IN ADDING A NEW
22 ADDENDUM OF RATIO. NOW, THE DUAL TRACK PROGRAM IS EFFECTIVE
23 FEBRUARY 1ST. WE HAVE ASSESSED ALL DEPUTIES IN CUSTODY AS TO
24 THOSE WHO WOULD LIKE TO BE A PART OF A CUSTODY PATH FOR THEIR
25 CAREER. WE HAD POSITIVE RESPONSES FROM OVER 200. WE BELIEVE



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1 THAT MY COMMENTARY WITH THE RECRUITS AT THE ACADEMY, MANY ARE
2 INTERESTED IN THIS SINGULAR TRACK RIGHT OUT OF THE SHERIFF'S
3 ACADEMY. SO WE THINK THAT IN A POSITIVE VEIN, THIS HAS BEEN A
4 PLUS FOR OUR DEPUTY SHERIFFS AND OUR CUSTODY ASSISTANTS. NEXT
5 SLIDE? THE DEPARTMENT'S GUIDELINES FOR DISCIPLINE, THAT'S THE
6 DOCUMENT THAT WAS ALLUDED TO EARLIER BY SUPERVISOR MOLINA. WE
7 WANTED TO MAKE SURE THAT THE PENALTY FOR DISHONESTY AND
8 EXCESSIVE FORCE WOULD EMPHASIZE THE ULTIMATE PUNISHMENT, WHICH
9 WOULD BE DISCHARGED FROM THE DEPARTMENT. IT COULD ALSO INVOLVE
10 OBVIOUSLY PROSECUTIONS, WHICH IN ALL CASES WHERE WE BELIEVE A
11 CASE IS EXCESSIVE AND COULD BECOME A CRIME, WE SEND ALL OF
12 THAT INFORMATION TO THE DISTRICT ATTORNEY'S OFFICE. AND WE
13 ALSO COPY THE U.S. ATTORNEY'S OFFICE. NEXT POINT IS UNIT-LEVEL
14 FORCE INVESTIGATIONS. WE DO THAT ALSO THROUGH THE CUSTODY
15 TRAINING BUREAU BECAUSE EVEN CASES WHERE FORCE IS WITHIN
16 POLICY AND IT APPEARS TO BE IN THE PROPER CONTEXT OF THE
17 POLICY, WE STILL WANT TO SEE WHETHER OR NOT OUR PROCEDURES
18 WITH FORCE PREVENTION WERE FOLLOWED AND THE CUSTODY TRAINING
19 BUREAU IS THE BEST PLACE IN WHICH TO DO THAT. NEXT ONE. NOW,
20 CONCERNING -- I'LL PAUSE THERE FOR A MOMENT IF IT'S THE
21 CHAIR'S DESIRE, I CAN COMMENT ON OR I CAN TAKE QUESTIONS OR
22 COMMENTS FROM ANY BOARD MEMBER AT THIS POINT OR GO POWER
23 THROUGH THE MERRICK BOBB REPORT.

24



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1 **SUP. RIDLEY-THOMAS, CHAIRMAN:** LET'S TAKE PART ONE AT THIS
2 POINT IF THERE ARE QUESTIONS. MEMBERS OF THE BOARD, ARE THERE
3 QUESTIONS FOR THE SHERIFF ON THE FIRST PART OF HIS
4 PRESENTATION? SEEING NONE, PROCEED, SHERIFF.

5

6 **SHERIFF LEE BACA:** ALL RIGHT. NEXT SLIDE, PLEASE? OF THE
7 RECOMMENDATIONS RELATIVE TO MERRICK BOBB, 16 ARE COMPLETED.
8 PARTIALLY COMPLETED IS ONE AND FUNDING IS REQUIRED FOR
9 ANOTHER. IN YOUR PACKET I PROVIDED, IT WILL INDICATE TO YOU
10 WHERE WE ARE IN TERMS OF OUR PARTIALLY COMPLETED AND FUNDING
11 REQUIRED. ON THE PARTIALLY COMPLETED, IT'S RELATIVE TO THE
12 ROTATION OF PERSONNEL. NOW, LET ME SAY THIS. MR. DROOYAN
13 ADDRESSED THIS RATHER ADEQUATELY. BUT I'LL SAY THIS: DEPUTIES
14 WHO ARE TRAINED TO DEAL WITH MENTALLY ILL INMATES IN MY
15 OPINION SHOULD NOT BE ROTATED. I THINK THEY CAN ROTATE OUT AT
16 A CERTAIN POINT IN TIME THROUGH AN APPRENTICESHIP PROGRAM, BUT
17 THEY SHOULD NOT BE ROTATED BECAUSE THEIR KNOWLEDGE OF HOW TO
18 HANDLE MENTAL PATIENTS WITH MINIMAL OR NO FORCE AT ALL IS
19 CRITICAL TO WHY WE ARE EVEN HERE. IT TAKES PEOPLE WHO HAVE
20 SIGNIFICANT INSIGHT TO THE BEHAVIORAL PATTERNS OF THOSE WHO
21 ARE MENTALLY CHALLENGED. AND SO THAT'S THE ONLY AREA THAT WE
22 HAVE A LITTLE -- THAT WE ASKED NEED FOR FLEXIBILITY. AND OF
23 COURSE THE ISSUE OF SEEKING VOLUNTEERS FOR THE PILOT PROGRAM.
24 I DON'T NEED VOLUNTEERS TO GET THIS PROGRAM DONE. I BELIEVE
25 THAT ANY ONE OF US IN THIS PROFESSION THAT WE HOLD IS SUBJECT



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1 TO BE ASSIGNED BASED ON THE NEEDS OF THE DEPARTMENT. AND I
2 BELIEVE THAT ROTATING PEOPLE SHOULD BE DONE IN A MANNER THAT
3 ALLOWS FOR THIS GOAL TO BE OBJECTIVELY ACHIEVED. SOME OF THE
4 ISSUES RELATIVE TO IMPEDIMENTS, PEOPLE ARE IN COLLEGE, THEY
5 WANT TO FINISH THEIR CLASSES, OBVIOUSLY WE UNDERSTAND THAT.
6 THERE'S STILL TWO OTHER SHIFTS IN WHICH TO DO THAT. I MYSELF
7 WHEN I WAS IN THE JAILS UP AT THE RANCH, I WENT TO SCHOOL IN
8 THE DAYTIME, WORKED IN THE P.M. SHIFT, THAT ALLOWED FOR BOTH
9 THE CAREER AND MY PARTICULAR EDUCATIONAL DESIRES TO BE MET
10 SIMULTANEOUSLY. SO I DON'T THINK THAT THIS SHOULD BE
11 PREDICATED JUST UPON WHO VOLUNTEERS. I THINK THE DEPARTMENT
12 WILL CONTINUE TO GO FORWARD AND MAKE THOSE ASSIGNMENTS BE
13 KNOWN, ESPECIALLY IN THE COMMUNITY OF JAILS. WE HAVE TWO MAJOR
14 JAILS IN DOWNTOWN LOS ANGELES. OF COURSE WE HAVE ONE IN THE
15 LYNWOOD COMMUNITY. WE HAVE FOUR MAJOR JAILS UP AT THE RANCH.
16 SO THIS IS NOT DIFFICULT. THE FACT THAT YOU HAVE TO GO FROM
17 ONE JAIL TO THE OTHER JAIL, TO ME, IS ONLY BASED ON
18 PRACTICALITY. IN TERMS OF WHY YOU WOULDN'T DO THIS? NOW THE
19 PRACTICAL SIDE IS THE TWIN TOWERS, ONE IN PARTICULAR IS A
20 MENTAL HEALTH TOWER. THAT'S THE ONE THAT I'M MOST CONCERNED
21 ABOUT THAT WE JUST DON'T ROTATE PEOPLE IN AND OUT OF THERE
22 BECAUSE OF ROTATIONAL PURPOSES. YOU GOT TO KNOW WHAT YOU'RE
23 DOING WHEN YOU GET THERE, AND YOU HAVE TO BE AN EXPERT IN
24 DEALING WITH THE MENTALLY ILL. NEXT: OFFICER-WORN CAMERAS.
25 WE'VE BEEN EXPERIMENTING WITH THIS. WE'VE BEEN LOOKING AT A



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1 LOT OF CAMERAS. WE DID HAVE A REPORT THAT WE FINALIZED ON
2 NOVEMBER THE SECOND AND WE'RE WORKING WITH THE C.E.O. FOR
3 FUNDING OF THE CAMERAS. OKAY, ON THE FIXED CAMERAS, WE FINALLY
4 GOT TO THAT POINT WHERE THEY'RE ALL INSTALLED. THE MEN'S
5 CENTRAL JAIL, TWIN TOWERS, INMATE RECEPTION CENTER, AND WE
6 UPGRADED 10 FRAMES PER SECOND BECAUSE WE FOUND THAT ALTHOUGH
7 THE FIVE FRAME WAS ADEQUATE FOR MOST OF OUR USE-OF- FORCE
8 ISSUES, WE WERE NOT ABLE TO GET AS MUCH PRECISENESS WHEN WE
9 HAD CONCERN ABOUT SOME OF THE FORCE THAT WAS BEING PORTRAYED
10 IN THE FRAMES. SO NOW WE'RE AT THE BEST LEVEL THAT WE HOPE TO
11 BE. THAT, I THINK, SATISFIES MY FORMAL PRESENTATION. AND I
12 THANK YOU FOR LISTENING.

13

14 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH, SHERIFF
15 BACA, FOR PART ONE AND PART TWO OF YOUR PRESENTATION. MEMBERS
16 OF THE BOARD, DO WE HAVE QUESTIONS WE WISH TO DIRECT TO THE
17 SHERIFF AT THIS TIME? ANY ITEMS, MR. DROOYAN, THAT YOU WISH TO
18 APPLY FOR OUR CONSIDERATION? SUPERVISOR ANTONOVICH?

19

20 **SUP. ANTONOVICH:** TWO QUESTIONS, SHERIFF. WHAT TYPE OF TRAINING
21 FOR MENTAL HEALTH DO YOU HAVE NOW IN THE ACADEMY AND IN-
22 SERVICE FOR THOSE THAT ARE ALREADY IN THE DEPARTMENT?

23

24 **SHERIFF LEE BACA:** I'D HAVE TO GET BACK TO YOU ON THAT TO GIVE
25 YOU THE RIGHT ANSWER. I DON'T WANT TO WING THIS ONE. I THINK



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1 THAT THERE ARE MODULES, I KNOW THAT, IN THE ACADEMY. BUT
2 RATHER THAN ME SAY EXACTLY WHAT THEY ARE, I WOULDN'T WANT TO
3 VENTURE THAT.

4

5 **SUP. ANTONOVICH:** OKAY. AND WHEN YOU COME BACK WITH THAT REPORT
6 ON THAT QUESTION, WHEN YOU -- I WOULD ASSUME THE DEPUTY WILL
7 THEN CONTACT THE DEPARTMENT OF MENTAL HEALTH, OR DO YOU HAVE A
8 MENTAL HEALTH PHYSICIAN IN YOUR DEPARTMENT THAT RESPONDS TO
9 THOSE INMATES WHO HAVE SEVERE MENTALLY ILL ISSUES?

10

11 **SHERIFF LEE BACA:** YES. THERE'S TWO SYSTEMS WE USE. WE USE THE
12 ONE YOU JUST REFERENCED AT THE CONCLUDING POINT OF YOUR
13 QUESTION. WE HAVE DEPUTIES AND WE HAVE THE MENTAL HEALTH
14 DEPARTMENT IN THE COUNTY JAIL, PARTICULARLY IN REGARDS TO THE
15 MENTAL HEALTH ISSUES THAT WERE IN THE TOWERS WHERE WE HAVE
16 MOST OF OUR MENTAL HEALTH PATIENTS. SO WITH THE SUPPORT OF THE
17 DEPARTMENT OF MENTAL HEALTH, OUR DEPUTIES WHO ARE THERE
18 DEALING WITH THE MORE PROBLEMATIC TYPE INMATE, THEY OFFER US
19 THE KIND OF CROSS-TRAINING WE NEED TO UNDERSTAND HOW TO TAKE
20 CARE OF THESE INDIVIDUALS PROPERLY WITHOUT FORCE.

21

22 **SUP. ANTONOVICH:** AND HOW EFFECTIVE ARE THEY?

23

24 **SHERIFF LEE BACA:** VERY EFFECTIVE.

25



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1 **SUP. ANTONOVICH:** VERY EFFECTIVE. SO THERE ARE NO GLITCHES IN
2 EITHER THE DEPARTMENT OF MENTAL HEALTH PROVIDING YOU THE
3 NECESSARY ATTENTION WHEN A NEED ARISES OR YOUR OWN MENTAL
4 HEALTH PERSONNEL ABILITY TO RESPOND AND TREAT THE PATIENT?

5

6 **SHERIFF LEE BACA:** THERE ARE NO GLITCHES. BUT THERE ARE ALWAYS
7 PROBLEMS. AND LET ME SAY THIS. WHEN SOMEONE IS BEING
8 DECERTIFIED AS A MENTAL PATIENT AND REMANDED BACK TO THE
9 GENERAL POPULATION, THAT'S WHERE THE PROBLEMS START TO ARISE.
10 AND MEANING THE INMATE DOES NOT WANT TO RETURN BACK TO A
11 GENERAL POPULATION. BUT IT'S NOT A MENTAL HEALTH DEPARTMENT
12 RESPONSIBILITY, NOR IS IT A MENTAL HEALTH DEPARTMENT
13 DEFICIENCY.

14

15 **SUP. ANTONOVICH:** BUT BECAUSE A PERSON HAS MENTAL HEALTH, COULD
16 THAT BE A REASON THAT WE RETAIN HIM IN A SPECIAL AREA BEFORE
17 WE PUT HIM BACK IN THE MAIN POPULATION?

18

19 **SHERIFF LEE BACA:** YES. BUT THERE'S ALSO ONE OTHER CAVEAT, IF I
20 MAY. ABOUT 20 TO 25 PERCENT OF THOSE WHO ARE IN THE MENTAL
21 HEALTH TREATMENT STATUS ARE NOT A MENTAL HEALTH PATIENT. AND
22 IT TAKES A WHILE FOR THE DEPARTMENT OF MENTAL HEALTH TO
23 DISCOVER THIS. BUT THE LAW REQUIRES THEM, AS PRACTITIONERS AND
24 EXPERTS, TO PUT THEM INTO THE MENTAL HEALTH TREATMENT PATH.
25 AND ONCE THEY'VE ASSESSED THAT PATH AS BEING ONE THAT DOESN'T



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1 REQUIRE A MENTAL HEALTH STATUS, THEY HAVE TO BE INVOLVED WITH
2 TELLING US THOSE CIRCUMSTANCES.

3

4 **SUP. ANTONOVICH:** WHEN YOU REPORT BACK ON THAT, WHAT GLITCHES
5 WE CAN HELP RESOLVE, IF THERE ARE SUCH GLITCHES IN THE TWO
6 SYSTEMS THAT YOU ENCOUNTER IN MENTAL HEALTH. SECONDLY IN YOUR
7 MERRICK BOBB REPORTS YOU INDICATE ALL THE CAMERAS ARE
8 INSTALLED AND OPERATIONAL. IS THERE A BACKUP SYSTEM FOR THOSE
9 VIDEOS?

10

11 **SHERIFF LEE BACA:** WE DO HAVE SERVERS. IF I COULD HAVE CHIEF
12 BAD KEY HERE WHO COULD TELL US IF THE SERVERS ARE ABLE TO
13 RETAIN ALL THE INFORMATION AND IF THERE'S A BACKUP. IS THERE A
14 BACKUP SYSTEM?

15

16 **SUP. ANTONOVICH:** IT'S NOT A YES OR NO?

17

18 **SHERIFF LEE BACA:** SEEMS LIKE IT'S FALLING BETWEEN THE SIDES OF
19 BOTH YES AND NO.

20

21 **SPEAKER:** THERE IS NO FORMAL BACKUP TO THE SYSTEM, BUT IT'S
22 BUILT ON A SYSTEM OF REDUNDANCIES, WHICH MEANS WHEN CERTAIN
23 CAMERAS FAIL, OTHERS WILL PICK UP AND SERVERS WILL PICK UP THE
24 SLACK. SO THERE IS SOME REDUNDANCY BUILT IN. I THINK WHAT
25 YOU'RE REFERRING TO, SIR, IS ACTUALLY A BACKUP SYSTEM SO IF



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1 THE WHOLE SYSTEM FAILS THAT WE'LL HAVE A SEPARATE DUPLICATE
2 SYSTEM. THAT SYSTEM DOES NOT EXIST TODAY BECAUSE OF THE
3 EXPENSE.

4

5 **SUP. ANTONOVICH:** BALLPARK FIGURE, WHAT IS THE EXPENSE?

6

7 **SPEAKER:** WELL WE'D HAVE TO REBUILD EXACTLY WHAT WE HAVE IN
8 TWIN TOWERS I.R.C. AND THAT'S ABOUT 2 MILLION DOLLARS.

9

10 **SUP. ANTONOVICH:** TWO MILLION. SO IN THE NEIGHBORHOOD OF 2
11 MILLION DOLLARS IS WHAT APPROXIMATELY A 2 MILLION DOLLAR FEE
12 FOR BACKUP SYSTEM TO BE INSTALLED?

13

14 **SPEAKER:** CORRECT.

15

16 **SUP. ANTONOVICH:** THAT'S WHAT WE'D BE LOOKING AT?

17

18 **SPEAKER:** CORRECT.

19

20 **SUP. ANTONOVICH:** I HAVE A COUPLE QUESTIONS FOR BILL. BUT WE
21 WILL TAKE THE C.E.O. AFTER FOR THE FINANCE ON THIS ISSUE.

22

23 **SUP. RIDLEY-THOMAS, CHAIRMAN:** OKAY, GOOD. SUPERVISOR KNABE?

24



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1 **SUP. KNABE:** YEP. ON THE ISSUE -- IT WAS ONE OF YOUR SLIDES UP
2 THERE, SEEKING VOLUNTEERS FOR A PILOT PROGRAM TO ROTATE
3 AMONGST THE VARIOUS JAIL FACILITIES. WHAT KIND OF VOLUNTEERS?

4

5 **SHERIFF LEE BACA:** WELL, I THINK THAT THIS IS ONE OF THOSE
6 POINTS OF BUREAUCRACY THAT -- YOU DON'T NEED VOLUNTEERS TO
7 TELL A DEPUTY THIS IS WHERE YOU'RE GOING TO GO TO WORK. WHAT
8 YOU NEED IS A PROCESS THAT SAYS AND A POLICY THAT SAYS ALL OF
9 US WILL BE PART OF THE ROTATIONAL SYSTEM. AND SO HOW THE
10 LANGUAGE CAME INTO THE SLIDE ISN'T ONE THAT I AM STARTING TO
11 CLARIFY TO YOU RIGHT NOW.

12

13 **SUP. KNABE:** IT'S VOLUNTEER FOR THE DEPUTIES.

14

15 **SHERIFF LEE BACA:** THAT'S WHAT IT WAS MEANT. IT STARTED THAT
16 WAY.

17

18 **SUP. KNABLE:** OKAY THANK YOU.

19

20 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT, SHERIFF, THE
21 QUESTION, YES, AND I'M GOING TO ACKNOWLEDGE THE IMPLEMENTATION
22 MONITOR IN A COUPLE OF MOMENTS. JUST A COUPLE OF QUESTIONS
23 THAT I THINK ARE RELEVANT IN TERMS OF THE IMPLEMENTATION OF
24 THE CAMERAS IN MEN'S CENTRAL JAIL. PERHAPS YOU CAN REMIND US
25 OF THE DATE THAT THAT'S HAPPENED AND GIVE US SOME INDICATION



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1 OF THE EFFECT PURSUANT TO THE EFFECT ON THE REDUCTION AND
2 ALLEGED ACTS OF JAIL VIOLENCE. I THINK THE BOARD, AS WELL AS
3 THE VIEWING AUDIENCE WOULD APPRECIATE OR BENEFIT FROM LEARNING
4 ABOUT THAT. ANY INSIGHTS TO DATE?

5

6 **SHERIFF LEE BACA:** YES, AS A MATTER OF FACT.

7

8 **SUP. RIDLEY-THOMAS, CHAIRMAN:** DATA?

9

10 **SHERIFF LEE BACA:** YES, SIR. THE CAMERAS ARE EXTREMELY
11 EFFECTIVE. WE HAVE IRONICALLY FOUND IN THE JAIL LOCKUPS IN THE
12 COURTHOUSES, AS WELL, WHERE CAMERAS ARE, THAT THROUGH THE
13 INVESTIGATING OF USE- OF-FORCE INCIDENTS, WE WERE IN THE
14 PROCESS OF CHECKING A CAMERA SYSTEM AND FOUND WHAT WE BELIEVE
15 WAS EXCESSIVE USE OF FORCE. AND IN THAT CASE, IT INVOLVED A
16 DEPUTY AND IT ALSO INVOLVED SOME CUSTODY ASSISTANTS. IN THE
17 PROCESS OF CALLING OUT THE FORCE REPORTING MECHANISM AND
18 SEEING WHETHER OR NOT WHAT WAS ON THE CAMERA IS REFLECTED IN
19 REPORT, WE WERE ABLE TO ESTABLISH THAT IT WAS NOT. WE COULDN'T
20 RECONCILE WHAT WAS IN THE REPORT WITH WHAT WE SAW ON THE
21 CAMERAS. THAT CASE WAS SENT TO INTERNAL CRIMINALS. THEY DID
22 THEIR INVESTIGATION ON A CRIMINAL LEVEL. WE PRESENTED DISTRICT
23 ATTORNEY'S OFFICE. AND DISTRICT ATTORNEY'S FILING CASES. AND
24 WE DID MAKE AN ARREST OF A DEPUTY. SO THE KEY THAT CAMERAS
25 COUNT IS AN EMPHASIS THAT I CANNOT MAKE ENOUGH.



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1
2 **SUP. RIDLEY-THOMAS, CHAIRMAN:** APPRECIATE THAT ANECDOTE,
3 SHERIFF. I SUSPECT THE BOARD WOULD BENEFIT FROM DATA THAT
4 SPEAKS TO THE FOLLOWING: THE DATE OF IMPLEMENTATION OF THE
5 SYSTEM WHEN IT WAS FULLY OPERABLE TO THE EXTENT THAT YOU CAN
6 SUPPORT THE CLAIM THAT IT IS FULLY OPERABLE BOTH AT TWIN
7 TOWERS AS WELL AS MEN'S CENTRAL JAIL. AND THEN THE INMATE
8 RECEPTION CENTER, AS WELL. AND TO LOOK AT REPORTED INCIDENTS
9 ON A COMPARABLE BASIS, GO BACK A YEAR, WHATEVER THE CASE MAY
10 BE, SO THAT WE CAN HAVE A SENSE OF THE IMPACT OF THE
11 INSTALLATION, WHETHER IT IS DOING WHAT WAS INTENDED. THE
12 COMMONLY HELD VIEW IS MORE CAMERAS, LESS ALLEGED ACTS OF JAIL
13 VIOLENCE, EXCESSIVE USE OF FORCE AS IS ALLEGED BY INMATES AND
14 OTHERS AGAINST THE DEPUTIES AND OTHER ACTS OF VIOLENCE INMATE
15 ON INMATE FOR THAT MATTER. WE WOULD BENEFIT FROM KNOWING THE
16 IMPACT OF THE INSTALLATION. AND THEN THE OTHER POINT WOULD BE
17 USEFUL. THE ROTATION AT THE JAIL FACILITIES IN TERMS OF
18 CUSTODY PERSONNEL ON I THINK IT'S A SIX-MONTH BASIS? IT WOULD
19 BE USEFUL TO HAVE SOME SENSE OF THE FAVORABLE IMPACTS OF SUCH
20 A POLICY AS SOON AS THAT DATA IS IN: REDUCTIONS IN FORCE,
21 INMATE ON INMATE, FOR EXAMPLE, DEPUTIES VERSUS INMATES VICE
22 VERSA. IN OTHER WORDS, IF WE ARE IMPLEMENTING NEW POLICIES, WE
23 OUGHT TO BE ABLE TO SAY WHETHER THE POLICIES ARE WORKING OR
24 WHETHER THEY ARE HAVING NO EFFECT AT ALL. TWO QUESTIONS,
25 CAMERA INSTALLATION AND SECONDLY ROTATION OF CUSTODY



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1 PERSONNEL. DATA ISN'T AVAILABLE FOR US NOW. AT YOUR NEXT
2 REPORT, WE'D ASK THAT YOU INVESTIGATE THOSE ISSUES. MR.
3 DROOYAN, PLEASE. IF WE COULD TURN MR. DROOYAN'S MIC ON.

4

5 **RICHARD DROOYAN:** IS IT ON NOW?

6

7 **SUP. RIDLEY-THOMAS, CHAIRMAN:** IT IS ON NOW.

8

9 **RICHARD DROOYAN:** I WILL WORK WITH THE DEPARTMENT TO DEVELOP A
10 ROTATION POLICY THAT ADDRESSES THE ISSUE OF ROTATION AMONG
11 FACILITIES AND ALSO ADDRESSES THE ROTATION KEY PERSONNEL. I
12 CERTAINLY AGREE WITH THE SHERIFF THAT YOU NEED TO HAVE A
13 DIFFERENT POLICY WHEN YOU ARE DEALING WITH KEY PERSONNEL, FOR
14 EXAMPLE, PERSONNEL WHO ARE TRAINED IN DEALING WITH THE MENTAL
15 HEALTH AND TO COME UP WITH A SENSIBLE ROTATION POLICY THAT
16 FIRST AND FOREMOST TAKES INTO ACCOUNT THE SAFETY AND SECURITY
17 OF THE INSTITUTION. SO I THINK SOMETHING CAN BE DONE. THERE
18 ARE DIFFERENT FLOORS WITH DIFFERENT MENTAL HEALTH INMATES. SO
19 I THINK THERE ARE WAYS IN WHICH YOU CAN DEVELOP A ROTATION
20 POLICY FOR YOUR KEY PERSONNEL THAT ADDRESSES THE CONCERNS OF
21 THE COMMISSION BUT AT THE SAME TIME TAKES INTO ACCOUNT THE
22 SAFETY AND SECURITY OF THE INSTITUTION.

23

24 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT THANKS VERY MUCH.

25 FOLLOW-UP QUESTIONS FOR EITHER SHERIFF BACA OR MR. DROOYAN AT



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1 THIS POINT? NOW, MR. DROOYAN, IT'S MY UNDERSTANDING THAT THERE
2 ARE NO SIGNIFICANT OBSERVATIONS THAT YOU WISH TO MAKE VIS-A-
3 VIS THE SHERIFF'S REPORT THAT WOULD BE A POINT OF DISJUNCTURE
4 OR DISAGREEMENT VIS-A-VIS THE IMPLEMENTATION AS YOU ARE
5 SEEKING TO MONITOR IT?

6

7 **RICHARD E. DROOYAN:** THAT'S CORRECT.

8

9 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. ANY FURTHER QUESTIONS
10 AT THIS POINT IN TIME OR DISCUSSION? IF NOT, STAND BY,
11 GENTLEMEN. WE TURN NOW TO THE CHIEF EXECUTIVE OFFICER. MR.
12 FUJIOKA?

13

14 **C.E.O. FUJIOKA:** THANK YOU VERY MUCH. BEFORE I SPEAK TO THE
15 FUNDING ISSUES OR BUDGET ISSUES, I WANTED TO MAKE A BRIEF
16 COMMENT ABOUT THE JAIL VIDEO SYSTEM. WE SENT A TEAM OF STAFF
17 OVER FROM NOT ONLY OUR OFFICE BUT ALSO FROM OUR C.A.O. WHO
18 REVIEWED THE SYSTEM. AND A REPORT WILL BE COMING THROUGH YOUR
19 JUSTICE DEPUTIES THAT SPEAKS TO WHAT WE FOUND. WE LOOKED AT
20 THE PROGRAM DESIGN, OPERATIONS, PROJECT STATUS, POLICY AND
21 TRAINING. AND AS THE SHERIFF MENTIONED, WE FOUND THAT 1555
22 CAMERAS ARE OPERATIONAL. TO SUPERVISOR ANTONOVICH'S ISSUE,
23 THERE IS A DEGREE OF REDUNDANCY BECAUSE WHAT'S BEEN CAPTURED
24 ON THE CAMERAS ARE PLACED ON FIVE DIFFERENT HARD DRIVES AND
25 EACH HARD DRIVE HAS TWO TERABITS, I THINK THAT'S THE TERM.



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1 TERABITS OF STORAGE. THE ONE THING THAT WOULD BE OF CONCERN IF
2 WE CAN LOOK AT AND REPORT BACK TO THE BOARD IS THAT ALL THE
3 HARD DRIVES ARE LOCATED TOGETHER AT ONE LOCATION. SO SHOULD
4 THERE BE A PROBLEM IN THAT PARTICULAR ROOM, YOU WOULDN'T HAVE
5 THE BACKUP THAT MAYBE YOU'RE SEEKING. WITH RESPECT TO THE
6 FUNDING AND BUDGETARY ISSUES, AS WE REPORTED BACK IN GUESS IN
7 MID-DECEMBER WHEN WE SPOKE TO THE FUNDING FOR THE INSPECTOR
8 GENERAL AND TO IMPLEMENT THE JAIL VIOLENCE COMMISSION
9 RECOMMENDATIONS, WE MENTIONED THAT WE WANTED INPUT FROM OUR
10 IMPLEMENTATION MONITOR AND SPECIAL CONSULTANTS. WE HAVE THAT
11 ON SOME ASPECTS OF THIS REPORT. WE ALSO, LET ME GIVE ONE
12 EXAMPLE. SAY WITH RESPECT TO THE ADDITIONAL SUPERVISORY STAFF,
13 WE'RE WAITING FOR THE NEW ASSISTANT SHERIFF TO COME ON BOARD
14 BECAUSE WE'D LIKE TO HAVE THAT PERSON'S INPUT ON WHETHER OR
15 NOT WHAT'S BEING ORIGINALLY PROPOSED BY THE SHERIFF'S
16 DEPARTMENT IS APPROPRIATE, IN SOME RESPECTS SUFFICIENT. WE'RE
17 ALSO WAITING FOR THE INSPECTOR GENERAL TO BE SELECTED AND
18 BROUGHT ON BOARD BECAUSE I THINK AS IT RELATES TO THE RISK
19 MANAGERS OF EACH FACILITY, THE QUESTION IS WHO THOSE RISK
20 MANAGERS SHOULD REPORT TO. IT SEEMS APPROPRIATE THAT THE
21 INSPECTOR GENERAL, GIVEN HIS OR HER ROLE IN THIS PROCESS,
22 WOULD WANT INPUT ON THAT PARTICULAR STAFF. WE ARE WORKING WITH
23 THE DEPARTMENT ON THE RATIO ISSUE BETWEEN CUSTODY ASSISTANTS
24 AND DEPUTY PERSONNEL. WE'LL BE REPORTING BACK IN PHASES AS WE
25 READY, AS WE GET ADDITIONAL INFORMATION FROM NOT ONLY THE



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1 IMPLEMENTATION MONITOR OR TWO SPECIAL CONSULTANTS IN THE
2 SHERIFF'S DEPARTMENT. RIGHT NOW IT APPEARS WE'RE GETTING CLOSE
3 TO MOVING FORWARD ON SOME, BUT WE STILL NEED INPUT FROM TWO
4 CRITICAL STAFF PEOPLE. AND THAT BEING ASSISTANT SHERIFF AND
5 INSPECTOR GENERAL. ANY QUESTIONS, PLEASE?

6

7 **SUP. RIDLEY-THOMAS, CHAIRMAN:** MEMBERS OF THE BOARD, QUESTIONS
8 OF THE C.E.O.? SUPERVISOR ANTONOVICH?

9

10 **SUP. ANTONOVICH:** ACCORDING TO THE SHERIFF, THE FREEZING OF THE
11 81 POSITIONS WOULD RESULT IN A SAVINGS OF 4.67 MILLION
12 DOLLARS. COULD THOSE SAVINGS BE EARMARKED FOR OTHER
13 RECOMMENDATIONS THAT ARE REQUIRING FUNDING?

14

15 **C.E.O. FUJIOKA:** OH ABSOLUTELY. BECAUSE THERE WILL BE SOME
16 ADDITIONAL, HOW SHOULD I PUT IT, EXPENDITURES, WHEN IT COMES
17 TO THE SUPERVISORY STAFF THE SHERIFF HAS REQUESTED. AND SO IT
18 IS ALWAYS OUR INTENT TO FIND, IF I CAN CHARACTERIZE AS
19 EFFICIENCIES IN ONE AREA TO FUND NEW EXPENDITURES IN ANOTHER.

20

21 **SUP. ANTONOVICH:** AND HAVE YOU BEEN STUDYING THE APPROXIMATELY
22 2 MILLION DOLLARS TO HAVE A BACKUP VIDEO SYSTEM FOR THE JAILS
23 TO SUPPLEMENT THE SYSTEM THAT HAS NOW BEEN INSTALLED?

24



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1 **C.E.O. FUJIOKA:** WELL, ONE REASON WHY WE SENT OUR TEAM OUT IS
2 TO LOOK AT THE ENTIRE SYSTEM. AND THAT PARTICULAR ISSUE WAS
3 NOTED. THEY DO HAVE MULTIPLE SERVERS THAT WOULD BACK UP THE
4 INFORMATION. BUT IT IS CONCERNING THAT ALL THOSE SERVERS ARE
5 IN ONE LOCATION. ASSUMING AN EVENT, SAY A FIRE IN THAT
6 LOCATION, IT'S POSSIBLE WE CAN LOSE ALL THAT DATA.

7

8 **SUP. ANTONOVICH:** SO WE DON'T HAVE A BACKUP.

9

10 **C.E.O. FUJIOKA:** SO WE NEED TO LOOK AT THAT.

11

12 **SUP. ANTONOVICH:** THAT WILL BE ONE OF THE PRIORITIES YOU ARE
13 ASSESSING?

14

15 **C.E.O. FUJIOKA:** YES, SIR.

16

17 **SUP. ANTONOVICH:** AND YOU WILL PRESENT THAT TO THE BOARD?

18

19 **C.E.O. FUJIOKA:** YES, SIR.

20

21 **SUP. KNABE:** MR. CHAIRMAN? MR. CHAIRMAN I HAVE A QUESTION.

22

23 **SUP. RIDLEY-THOMAS, CHAIRMAN:** SUPERVISOR KNABE, PLEASE.

24



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1 **SUP. KNABE:** TO THE C.E.O. AS IT RELATES TO, THERE WAS ONE
2 EARLIER RECOMMENDATION AS IT RELATED TO AN INDEPENDENT TO MAKE
3 SURE THERE'S FOLLOW-UP, A LIEUTENANT'S POSITION, I BELIEVE.
4 I'M NOT SURE WHAT THAT CLUSTER WAS CALLED, BUT ABOUT MULTIPLE
5 STAFF. AND IT MAY BE SIGNIFICANT. DO WE HAVE ANY IDEA OR IS
6 THAT SOMETHING THAT WILL BE REVIEWED BY THE NEW HEAD OF THE
7 CUSTODY AS WELL AS THE INSPECTOR GENERAL ON THE OVERSIGHT
8 FOLLOWUP?

9

10 **RICHARD DROOYAN:** I CERTAINLY THINK I WILL BE REVIEWING IT. AND
11 I HAD SOME INPUT FROM THE CONSULTANT WHICH CAUSES US TO REDUCE
12 THE NUMBER FROM 8 TO 6. THESE ARE THE RISK MANAGEMENT -- WE
13 ARE CALLING THEM THE RISK MANAGEMENT LIEUTENANTS AT THE
14 VARIOUS FACILITIES. THE ORIGINAL COMMISSION RECOMMENDATION WAS
15 8. AND I'VE LOOKED AT THAT. I'VE DISCUSSED WITH IT THE
16 CONSULTANTS. AND ULTIMATELY WE REACHED A CONCLUSION WHICH WE
17 PRESENTED THAT YOU COULD GET BY WITH LESS THAN 8, PROBABLY 6.

18

19 **SUP. KNABE:** BUT I THOUGHT YOU ADVOCATED FOR A GROUP SEPARATE
20 FROM EACH OF-- YOU GET THE INPUT BACK, BUT I THOUGHT YOU
21 ADVOCATED FOR A GROUP INDEPENDENT MUCH THOSE ASSIGNED FOLKS AT
22 THE VARIOUS FACILITIES.

23

24 **RICHARD DROOYAN:** I THINK YOU'RE TALKING ABOUT THE INSPECTIONAL
25 SERVICES?



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1

2 **SUP. KNABE:** YES. THAT'S THE PIECE I'M TALKING ABOUT.

3

4 **RICHARD DROOYAN:** THAT IS THE NEXT PRIORITY FOR ME AND FOR THE
5 CONSULTANTS. WE HAVE A REVISED PROPOSAL FROM THE DEPARTMENT
6 THAT I WILL BE REVIEWING. WE WILL THEN MEET WITH THE
7 DEPARTMENT. I THINK THIS IS REALLY SETTING UP A BRAND NEW
8 INSPECTIONS COMMAND IN SOMEWHAT OF A COMPLICATED PROCESS. BUT
9 I HOPE BY THE END OF THE MONTH I HOPE TO BE IN A POSITION TO
10 GO TO THE C.E.O. WITH OUR VIEWS ON THE PROPOSED COMMAND.

11

12 **SUP. KNABE:** SO DO YOU HAVE ANY PRELIMINARY IDEA HOW MANY QUOTE
13 UNQUOTE BODIES THAT WOULD INCLUDE? AND WHAT RANK?

14

15 **RICHARD DROOYAN:** WELL, IT WOULD BE HEADED BY A COMMANDER.

16

17 **SUP. KNABE:** SINGLE RESPONSIBILITY OR PART OF ANOTHER
18 RESPONSIBILITY?

19

20 **RICHARD DROOYAN:** SINGLE RESPONSIBILITY. THE ORGANIZATION CHART
21 I'VE SEEN HAS A CAPTAIN REPORTING TO THE COMMANDER. IT HAS
22 FIVE AUDIT GROUPS, SO TO SPEAK, EACH OF WHICH IS HEADED BY A
23 LIEUTENANT. AND THEN IT HAS A SEPARATE ADMINISTRATIVE GROUP
24 AND AN OPERATIONS GROUP.

25



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1 **SUP. KNABE:** SO EACH ONE OF THE AUDIT GROUPS HAS EMPLOYEES?

2

3 **RICHARD DROOYAN:** YES. AND WHAT THEY'RE PROPOSING RIGHT NOW IS
4 I MEAN, THE ORGANIZATION CHART THAT I SAW BEFORE THIS MOST
5 RECENT PROPOSAL, AND I HAVE NOT LOOKED AT THE RECENT PROPOSAL
6 THAT JUST CAME IN, HAD FIVE DIFFERENT GROUPS DOING THE
7 AUDITING AND INSPECTIONS.

8

9 **SUP. KNABE:** SO THAT'S A SIGNIFICANT PERSONNEL HIT, I WOULD
10 IMAGINE, AS IT RELATES TO ADDITIONAL COSTS.

11

12 **RICHARD DROOYAN:** IT IS A SIGNIFICANT PERSONNEL COMMITMENT,
13 THAT'S ABSOLUTELY RIGHT. ONE POSSIBILITY WHICH WE WILL DISCUSS
14 WITH THE DEPARTMENT AND WITH THE C.E.O.'S OFFICE IS TO START
15 PERHAPS A LITTLE BIT SMALLER AND THEN EXPAND IT AS THE COMMAND
16 GETS EXPERIENCE. I THINK THIS IS A NEW EXPERIENCE SETTING UP
17 AN AUDIT AND INSPECTIONS COMMAND FOR THE DEPARTMENT. AND ONE
18 POSSIBILITY IS TO START WITH A MORE LIMITED AUDIT PLAN. THE
19 OTHER POSSIBILITY IS LET'S TAKE A COMPREHENSIVE AUDIT PLAN AND
20 START THAT WAY. BUT THOSE ARE THE THINGS WE'RE GOING TO BE
21 LOOKING AT.

22

23 **SUP. KNABE:** AND THEN AS IT RELATES TO THIS POSITION, HOW DOES
24 THAT RELATE TO THE INSPECTOR GENERAL?

25



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1 **RICHARD DROOYAN:** THIS IS THE INTERNAL WATCHDOG. TO ME IT'S A
2 VITALLY IMPORTANT COMPONENT FOR MANAGEMENT TO MAKE SURE THAT
3 THEY KNOW THAT PERSONNEL ARE COMPLYING WITH POLICIES AND
4 PROCEDURES. THE OFFICE OF INSPECTOR GENERAL PROVIDES YOUR
5 EXTERNAL OVERSIGHT. THEY WILL LOOK AT THE AUDIT AND
6 INSPECTIONS PLAN FOR THE INTERNAL WATCHDOG. THEY WILL HAVE
7 INPUT IN DEVELOPING THAT PLAN. THEY MAY CONDUCT SOME OF THEIR
8 OWN AUDITS AND INSPECTIONS. AND THEY WILL EVALUATE THE QUALITY
9 OF THE INTERNAL AUDIT INSPECTIONS. BUT FROM A MANAGEMENT
10 STANDPOINT OF RUNNING AN ORGANIZATION, MANAGEMENT NEEDS TO
11 HAVE SOMETHING IN PLACE INTERNALLY THAT CAN REPORT TO
12 MANAGEMENT ON PROBLEMS THAT ARE IN THE DEPARTMENT WHERE PEOPLE
13 ARE NOT COMPLYING, WHERE PROCEDURES ARE NOT BEING FOLLOWED.

14

15 **SUP. KNABE:** I UNDERSTAND. OF ALL YOUR RECOMMENDATIONS, THAT'S
16 PROBABLY FROM A PERSONNEL STANDPOINT, FROM A COST STANDPOINT,
17 THAT'S GOT TO BE RATHER SIGNIFICANT. BUT IT'S NO DIFFERENT
18 THAN OUR AUDITOR-CONTROLLER.

19

20 **RICHARD DROOYAN:** I THINK THAT'S RIGHT.

21

22 **C.E.O. FUJIOKA:** THE ORIGINAL COST ESTIMATE WAS 41 POSITIONS AT
23 APPROXIMATELY 8.5 MILLION DOLLARS. AND THAT'S OUR
24 IMPLEMENTATION MONITOR'S --

25



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1 **SUP. KNABE:** THAT'S FIVE GROUPS AND COMMANDER AND ALL THAT?

2

3 **C.E.O. FUJIOKA:** YES, SIR.

4

5 **SUP. KNABE:** THANK YOU.

6

7 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU SUPERVISOR KNABE. ARE
8 THERE ANY OTHER QUESTIONS OR COMMENTS FOR EITHER THE C.E.O.,
9 THE SHERIFF OR THE IMPLEMENTATION MONITOR AT THIS POINT? ALL
10 RIGHT, WE DO HAVE PERSONS WISHING TO BE HEARD. ITEMS BEFORE
11 US. EACH ONE WILL BE AFFORDED TWO MINUTES TO BE HEARD. SEVERAL
12 PEOPLE. WE BEGIN WITH DIANA FLORES, IF YOU WOULD PLEASE COME
13 FORWARD. PETER ELIASBURG. PATRISSE CULLORS. ARNOLD SACHS.
14 DIANA ZUNIGA. ERIC PREVEN. AND AZIM MOHAMMED. I'VE CALLED YOUR
15 NAMES. YOUR NAME MA'AM?

16

17 **DIANA FLORES:** GOOD AFTERNOON, CHAIRMAN AND SUPERVISORS OF THE
18 BOARD, MY NAME IS DIANA FLORES. I'M HERE THIS MORNING, THIS
19 AFTERNOON IN BEHALF OF THE COALITION TO END SHERIFF VIOLENCE
20 IN L.A. JAILS. FIRST OF ALL, WE WANT TO TAKE THE OPPORTUNITY
21 TO THANK YOU FOR YOUR LEADERSHIP, TO COMMEND YOU FOR YOUR
22 THOROUGH QUESTIONING OF TIME FRAMES AND PROCEDURES GIVEN THE
23 IMPLEMENTATION REPORTS WE HEARD TODAY. WE ALSO WANT TO
24 APPRECIATE THE OPPORTUNITY IN FRONT OF US FOR TRANSFORMATIVE
25 CHANGE AND THE URGENCY THAT YOU CONTINUE TO ECHO. AS A



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1 COALITION, WE CONTINUE TO EXPRESS CONCERN OVER REACTIONARY
2 INTERNAL DISCIPLINARY CULTURE THAT ENCOURAGES IMPUNITY AND
3 COSTLY AND DAMAGING MISCONDUCT. OUR LEAD ORGANIZER AND FUNDER
4 OF THE COALITION, PATRICE COLORS, WAS ABLE TO MEET EARLIER
5 THIS MONTH WITH BRIAN BUCKNER, WHO IS THE VICE PRESIDENT OF
6 THE NATIONAL ASSOCIATION FOR CIVILIAN OVERSIGHT OF LAW
7 ENFORCEMENT WHO HE ONCE AGAIN ECHOED THAT IT WAS IN THE BEST
8 INTEREST OF THE BOARD TO NOT ONLY MOVE FORWARD THE OFFICE OF
9 INSPECTOR GENERAL BUT TO CONSIDER THE FEASIBILITY AND INVEST
10 IN ANOTHER BODY THAT CAN SUPPORT SUSTAINABLE FOCUS, AS WE
11 MENTIONED BEFORE, ON CHANGES THAT CAN BE LONG-STANDING, THAT
12 CAN SET A PRECEDENT FOR THE NATION GIVEN THAT WE ARE ONE OF
13 THE BIGGEST JAILERS IN THE WORLD. AND WE WILL BE HOSTING A
14 TOWN HALL IN THE SECOND DISTRICT, MR. CHAIRMAN, MARCH 14. WE
15 INVITE Y'ALL. IT'S AN OPEN SPACE TO HEAR MORE ABOUT THE VIEWS
16 THAT YOUR CONSTITUENTS HAVE ABOUT THIS. THANK YOU SO MUCH.

17
18 **SUP. RIDLEY-THOMAS, CHAIRMAN:** WE THANK YOU FOR YOUR TESTIMONY.
19 NEXT SPEAKER, PLEASE.

20
21 **PETER ELIASBERG:** THANK YOU, CHAIRMAN RIDLEY-THOMAS. THE
22 A.C.L.U. IS VERY APPRECIATIVE OF THE BOARD'S HAVING BROUGHT ON
23 MR. DROOYAN TO ACT AS THE IMPLEMENTATION MONITOR. WE THOUGHT
24 THAT THE REPORT OF THE COMMISSION WAS EXCELLENT AND THAT IT
25 WAS IMPORTANT THAT THOSE RECOMMENDATIONS BE IMPLEMENTED AS



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1 QUICKLY AND AS THOROUGHLY AS POSSIBLE. SUPERVISOR MOLINA, I
2 DID WANT TO POINT OUT ONE THING, I APPRECIATE YOUR REQUEST TO
3 MR. DROOYAN THAT HE NOT ONLY TAKE AN ASSURANCE FROM THE
4 SHERIFF'S DEPARTMENT BUT ACTUALLY CHECK HIMSELF THAT FAST WAS
5 CAPABLE. AND IT'S NOT A GOOD SYSTEM. BUT IN THE INTERIM, AT
6 LEAST, THAT IT IS CAPABLE OF TRACKING INMATE COMPLAINTS BY
7 DEPUTY AND THE REASON FOR THAT IS SIMPLE. WE'VE GOTTEN MANY
8 ASSURANCES FROM THE SHERIFF'S DEPARTMENT BEFORE. IN FACT IF
9 YOU GO BACK AND LOOK AT ONE OF MR. MERRICK BOBB'S REPORTS, HE
10 SAID HE RECOMMENDED THAT THE SHERIFF TRACK INMATE COMPLAINTS
11 BY DEPUTY IN FAST, AND LATER HE REPORTED THAT FAST COULD DO
12 THAT. AND THERE'S ANOTHER REPORT BY O.I.R. THAT SAYS EXACTLY
13 THE SAME THING. THE SHERIFF'S DEPARTMENT HAS TOLD US THAT FAST
14 HAS NOW BEEN CHANGED IN ORDER TO TRACK INMATE COMPLAINTS BY
15 DEPUTY. THE FACT WAS NEITHER OF THOSE ASSURANCES GIVEN TO
16 EITHER MR. BOBB OR O.I.R. WERE, IN FACT, TRUE; THEY WERE
17 FALSE. AND MR. GENNACO HAS NOW REPORTED IN HIS REPORT THAT HE
18 WAS TOLD THIS AND IT WAS FALSE. WE HAD TO BRING A LAWSUIT TO
19 GET THE SHERIFF'S DEPARTMENT TO DO THIS. AND I BELIEVE NOW
20 THAT THE SHERIFF'S DEPARTMENT IS ACTUALLY DOING IT, BUT I
21 AGREE, SUPERVISOR MOLINA, THAT IT WOULD BE BEST IF THE MR.
22 DROOYAN ACTUALLY CHECKED TO MAKE SURE THAT'S TRUE RATHER THAN
23 SIMPLY TAKE THE SHERIFF'S DEPARTMENT'S ASSURANCES THAT IT'S
24 TRUE GIVEN THE PAST HISTORY ON MAKING ASSURANCES ON NUMEROUS
25 OCCASIONS THAT THEY HAVE DONE THINGS THAT THEY HAVEN'T



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1 ACTUALLY DONE. SO AS MUCH AS I APPRECIATE MR. DROOYAN, I
2 BELIEVE HIS WORK IS EXCELLENT, THE MORE HE CAN HAVE HANDS-ON
3 PROOF THE CHANGES HAVE BEEN MADE RATHER THAN ASSURANCES FROM
4 THE SHERIFF'S DEPARTMENT, I THINK BETTER OFF THE COUNTY AND
5 THE BOARD WILL BE. THANK YOU.

6

7 **SUP. RIDLEY-THOMAS, CHAIRMAN:** WE THANK YOU FOR YOUR TESTIMONY.
8 NEXT SPEAKER, PLEASE. SIR?

9

10 **ERIC PREVEN:** HELLO, MY NAME IS ERIC PREVEN AND I AM THE COUNTY
11 RESIDENT FROM DISTRICT 3. AND THOUGH I ALSO APPRECIATE MR.
12 DROOYAN'S ATTENTIVENESS, I AM VERY CONCERNED THAT THIS IS
13 EFFECTIVELY AN INDEPENDENT REVIEWER OF THINGS WHO IS NOT SO
14 INDEPENDENT. HE IS, OF COURSE, ON THE POLICE COMMISSION. HE
15 WORKS WITH ANDREA ORDIN NOW WHO WAS THE FORMER COUNTY COUNSEL.
16 AND I THINK THERE'S EVIDENCE IN THIS REPORT THAT HE'S NOT
17 DRILLING DOWN HARD ENOUGH. I MEAN, WE HEAR A LOT OF WHAT SOUND
18 LIKE, FOR EXAMPLE, TWO ITEMS IN PARTICULAR, SENIOR LEADERS
19 MUST BE MORE VISIBLE IN THE JAILS. THAT'S 5.5. AND WE ALSO GET
20 CREDIT, ANOTHER ONE THAT'S BEEN IMPLEMENTED. SENIOR MANAGEMENT
21 MUST BE MORE VISIBLE IN THE JAILS. THAT'S 4.10. ANYBODY CAN
22 SEE THAT'S OBVIOUSLY REPETITIVE AND THAT THIS IS NOT
23 MEANINGFUL IMPLEMENTATION AND THEN THE QUESTION IS HOW MANY
24 MEETINGS WHICH THE SHERIFF DID SHARE, BUT I DON'T THINK MR.
25 DROOYAN IS PAYING AUDITING OR PAYING ATTENTION TO THAT IN ANY



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1 MEANINGFUL WAY AND IT'S VERY UPSETTING. WHAT'S MORE UPSETTING
2 IS THAT THE USE-OF-FORCE MANUAL WHICH WAS PROMISED BY THE
3 FIRST OF JANUARY IS NOW BEING REVISED ALL OVER AGAIN. I LOOKED
4 AT IT, I DID SEE FINALLY IT HAS BEEN POSTED AFTER MUCH JUMPING
5 UP AND DOWN, AND, FRANKLY, IT IS CONFUSING. IT IS EXTREMELY
6 CONFUSING. AND I DON'T BELIEVE THAT ALL OF THE DEPUTIES HAVE
7 READ IT CAREFULLY BECAUSE I TRIED AND I COULD BARELY GET
8 THROUGH IT. THERE ARE TASERS DISCUSSED HERE, TASERS DISCUSSED
9 THERE. REGARDING CATEGORY 1, CATEGORY 2 AND CATEGORY 3, THE
10 NEW ASSIGNMENT TO HOW WE EVALUATE USE OF FORCE IN THE JAILS,
11 IT'S MADDENINGLY CONFUSING. THERE IS NO DESCRIPTION OF WHERE A
12 TASER WOULD FIT IN THERE. AND I DON'T KNOW IF THEY'RE STILL
13 USING TASERS IN THE JAIL FROM THE REPORT. IT'S VERY UPSETTING.
14 I THINK THE QUESTION THAT MR. ANTONOVICH IS ADDRESSING ABOUT 2
15 MILLION DOLLARS MORE FOR BACKING UP THIS SYSTEM HAS ME
16 BOUNCING AROUND. I MEAN, THIS IS CRAZY. THE IDEA THAT WE ARE
17 NOW, FIRST OF ALL, DID I NOT HEAR THAT WE'RE SPENDING 750
18 MILLION DOLLARS ON A NEW JAIL AT SOME POINT? WE'RE WAITING FOR
19 THE REPORT FROM MR. FUJIOKA. I THINK YOUR BEST MOVE OF THE DAY
20 WAS TO SHORTEN MY REMARKS TO 2 MINUTES, SIR, BECAUSE I HAVE A
21 LONG LIST THAT WILL NOT BE HEARD. AND IT'S UNFORTUNATE.

22

23 **SUP. RIDLEY-THOMAS, CHAIRMAN:** YOU'LL HAVE ANOTHER OPPORTUNITY
24 TO SPEAK. WE NOTE THAT YOU REQUESTED FOR CLOSED SESSION. SO



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1 YOU CAN DO IT THEN. YOUR TIME IS EXPIRED. NEXT SPEAKER,
2 PLEASE.

3

4 **DIANA ZUNIGA:** HELLO MY NAME IS DIANA ZUNIGA. AND I'M A
5 REPRESENTATIVE OF CALIFORNIANS UNITED FOR RESPONSIBLE BUDGET
6 AND LOS ANGELES NO MORE JAILS. WE ALSO WORK IN COALITION, ONE
7 OF OUR ALLIES IS THE COALITION TO END SHERIFF VIOLENCE. AGAIN
8 I LIVE IN SUPERVISOR MOLINA'S DISTRICT AND I WORKED IN
9 SUPERVISOR RIDLEY-THOMAS'S DISTRICT. AND I JUST WANTED TO
10 SPEAK ON A FEW ITEMS. SOME OF THE THINGS THAT WERE PRESENTED
11 TODAY I THINK NEED A LOT MORE QUESTIONING IN TERMS OF THE
12 CULTURE, WHICH IS ITEM 5.1, IT EMPHASIZES RESPECT FOR AND
13 COMMUNICATION WITH INMATES. I REALLY, ONE OF THE THINGS, ONE
14 OF MY CONCERNS IS I DON'T KNOW HOW THIS IS BEING ADDRESSED IN
15 THE FEMALE POPULATION. I KNOW THAT THROUGH MANY OF THE
16 PROPOSALS, MANY OF THE REPORTS AND IN PARTICULAR THE REPORT ON
17 THE COMMISSION OF JAIL VIOLENCE, THE STATUS OF THE VIOLENCE
18 AGAINST WOMEN HAS NOT BEEN REPORTED OR INVESTIGATED. THIS IS
19 ALARMING TO ME SEEING AS THAT THERE'S A WOMEN'S VILLAGE BEING
20 PROPOSED. I DON'T THINK THAT ANY FUNDS SHOULD BE GIVEN TO
21 EXPANSION. AND I REALLY THINK THAT THE BOARD NEEDS TO LOOK AT
22 THE ISSUES THAT WOMEN ARE SUFFERING IN PARTICULAR WITH THE
23 VIOLENCE WITHIN THE JAIL SYSTEM. THE SECOND PORTION THAT I
24 WANTED TO ADDRESS WAS THE IMPLEMENTATION OF ALL OF THE
25 COMMISSION'S RECOMMENDATIONS I THINK NEED TO BE EFFECTIVELY



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1 SET FORTH BEFORE ANY MONEY IS GIVEN TO THE DEPARTMENT FOR
2 EXPANSION PURPOSES AND ALSO FOR INTERNAL AUDIT AND INSPECTION
3 DIVISION. AND THE INSPECTION DIVISION. I DON'T THINK THIS IS
4 THE ANSWER. IF THE DEPARTMENT COULD NOT MONITOR THEMSELVES
5 BEFORE WILL AN INTERNALLY STAFFED DEPARTMENT REALLY BE THE
6 ANSWER? I REALLY URGE YOU ALL TO LOOK AT CREATING A CIVILIAN
7 OVERSIGHT BOARD AND REALLY EMPHASIZE LOOKING AT THE NEEDS OF
8 WOMEN IN PARTICULAR SO THAT PROGRAMMING IS DONE TO EMPHASIZE
9 THE NEEDS OF WOMEN. THANK YOU.

10

11 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH FOR YOUR
12 TESTIMONY. NEXT SPEAKER, PLEASE. SIR?

13

14 **AZIM MOHAMMED:** YES, GOOD MORNING. MY NAME IS AZIM MOHAMMED AND
15 I'M HERE REPRESENTING L.A. NO MORE JAILS AS WELL AS L.A. CAN.
16 FOR DECADES, MANY OF THE LEADERSHIP OF THE LOS ANGELES
17 SHERIFF'S DEPARTMENT HAS PROMPTED VIOLENCE OR PROMOTED
18 VIOLENCE AGAINST THOSE WHO ARE INCARCERATED INSIDE THE L.A.
19 COUNTY JAILS. THIS BRUTALITY HAS RESULTED IN MULTIPLE
20 INVESTIGATIONS, INCLUDING A COUNTY BOARD OF SUPERVISORS-
21 INITIATED INVESTIGATION AS WELL AS AN F.B.I. INVESTIGATION.
22 THIS VIOLENCE HAS RESULTED IN MULTIPLE, MULTI-MILLION DOLLARS
23 LAWSUITS AGAINST THE COUNTY. AND THE SUFFERING OF A MOSTLY
24 BLACK AND LATINO INMATE POPULATION. THE DAMAGE THAT L.A. S.D.
25 HAS CAUSED DOES NOT END WHEN THE BROKEN BONES HAVE HEALED.



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1 THEY ARE A LONG LASTING MENTAL HEALTH AND PHYSICAL HEALTH
2 IMPACTS THAT ONE HAS TO LIVE WITH FOR THEIR ENTIRE LIVES. IN
3 THE FINAL REPORT SUBMITTED BY THE CITIZEN'S COMMISSION ON JAIL
4 VIOLENCE, THERE IS NO DATA OR INVESTIGATION INTO THE VIOLENCE
5 AGAINST WOMEN WHO ARE IN JAIL. WHY HAS THE VIOLENCE AGAINST
6 WOMEN NOT BEEN DOCUMENTED? THANK YOU.

7

8 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH FOR YOUR
9 TESTIMONY, SIR. THE FLOOR IS YOURS. LAST SPEAKER.

10

11 **ARNOLD SACHS:** YES, GOOD MORNING, ARNOLD SACHS. I MAY JUMP
12 AROUND HERE A LITTLE BIT BUT I'LL START FROM THE BACK AND WORK
13 FORWARD. IT WAS MENTIONED THAT 41 POSITIONS WOULD BE NEEDED
14 COSTING NINE MILLION DOLLARS. AND I BELIEVE IN THE LAST
15 MEETING YOU HAD WHEN YOU WERE TALKING ABOUT THE SHERIFF
16 PULLING PATROLS FROM THE UNINCORPORATED AREA OF THE COUNTY, IT
17 CAME UP THAT THE SHERIFF HAD BUDGETED UNFILLED POSITIONS. DOES
18 HE HAVE 41 POSITIONS THAT ARE BUDGETED AND UNFILLED? AS AN
19 EXAMPLE IN THE LAST THREE YEARS, THE COUNTY IN 2011,
20 ELIMINATED 207 VACATED POSITIONS. IN 2010, 1,400 VACATED
21 POSITIONS THAT WERE BUDGETED BUT UNFILLED. AND IN 2012, IT
22 CALLED FOR ELIMINATING 2,300 UNFILLED POSITIONS, BUT BUDGETED.
23 SO IF THE COUNTY HAS 4,700 UNFILLED BUDGETED POSITIONS, WHERE
24 DOES THAT LEAVE THE SHERIFFS? TALK ABOUT MENTALLY ILL PATIENTS
25 WHO BECOME -- OR A POLICY FOR MENTALLY ILL. YOU HAVE MENTALLY



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1 ILL PATIENTS WHO BECOME INMATES AND INMATES WHO BECOME
2 MENTALLY ILL. IT SHOULD BE LOOKED AT AS TWO DIFFERENT
3 POLICIES. THERE WAS DISCUSSION ABOUT THE CAMERAS. SO I BRING
4 UP THIS LITTLE ITEM FROM METRO. THIS IS FROM AUGUST 25, 2005
5 THE BOARD OF DIRECTORS. "ESTABLISH A RAIL SECURITY AND
6 SURVEILLANCE SYSTEM PROJECT. THE SHERIFFS WENT TO LONDON IN
7 2005." WHAT'S THE CAMERA IN L.A. COUNTY JAIL LOOK LIKE IN
8 2012? EH. WHY DID THEY GO TO LONDON? EH. BUT YOU WONDER: WHY
9 AREN'T THEY CROSS-REFERENCING THAT INFORMATION? WHO SITS ON
10 THE BOARD OF SUPERVISORS IN THE COUNTY METROPOLITAN
11 TRANSPORTATION AUTHORITY? EH. AGAIN, THIS IS SOMEWHAT
12 RIDICULOUS. I'D LIKE TO ALSO POINT OUT THAT --

13

14 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU, MR. SACHS. YOUR TIME
15 IS EXPIRED. AND YOU CAN PICK IT UP IN YOUR NEXT OPPORTUNITY.
16 ALL RIGHT? INDEED, THANK YOU. WE WILL PROCEED WITH THE
17 BUSINESS AT HAND, WHICH IS TO RECEIVE AND FILE BOTH ITEMS AS
18 THEY HAVE BEEN PRESENTED BY THE IMPLEMENTATION MONITOR, THE
19 SHERIFF, FINALLY THE C.E.O. THAT WILL BE THE ORDER. THANK YOU
20 VERY MUCH. NEXT ITEM TO COME BEFORE US, MADAM EXECUTIVE
21 OFFICER.

22

23 **SACHI HAMAI, EXEC. OFFICER:** MR. CHAIR, MEMBERS OF THE BOARD,
24 BEFORE WE GO INTO EXECUTIVE SESSION, THERE ARE TWO INDIVIDUALS
25 WHO WOULD LIKE TO ADDRESS THE CLOSED SESSION ITEMS TODAY.



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1

2 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. WE'LL HEAR FROM BOTH
3 ARNOLD SACHS AND ERIC PREVEN. GENTLEMEN, IF YOU WOULD COME
4 FORWARD?

5

6 **ERIC PREVEN:** YES, IT IS ERIC PREVEN AND I AM STILL THE COUNTY
7 RESIDENT FROM DISTRICT 3. AND THE ITEMS THAT I DIDN'T GET A
8 CHANCE TO REFERENCE HAVE TO DO WITH THE BUDGET. MR. DROOYAN
9 SEEMED TO DO A VERY THOROUGH JOB OF TOUCHING UPON NUMEROUS
10 BUDGETARY AREAS WHERE HE FELT THAT MORE MONEY WOULD BE NEEDED.
11 AND THE IDEA OF AN INSPECTIONAL OR ROBUST INSPECTIONAL,
12 INTERNAL INSPECTIONAL COMMAND IS REALLY DISAPPOINTING. WE'VE -
13 - THE SHERIFF'S DEPARTMENT, FOR THOSE WHO DON'T KNOW, HAS A
14 2.8 BILLION DOLLAR BUDGET. AND IT IS A VERY TOP HEAVY
15 ORGANIZATION. EVERYBODY UNDERSTANDS THAT. AND THE IDEA THAT
16 VERY SENIOR, PERHAPS VERY GOOD OFFICERS OF THE LAW IN VARIOUS
17 ADMINISTRATIVE CAPACITIES COULD NOT BE PARTICIPANTS IN THE
18 ENSURING THAT OUR POLICIES ARE BEING PROPERLY HEEDDED IS
19 LUDICROUS. IT'S LUDICROUS AND IT'S DISGUSTING TO SPEND THIS
20 KIND OF ADDITIONAL MONEY TRYING TO BEEF UP THE SHERIFF'S TEAM.
21 OF COURSE, RESOURCES ARE NEEDED, BUT WE HAVE APPLIED LOTS OF
22 THESE RESOURCES. I JUST TALKED TO ZEV YAROSLAVSKY WHO
23 COMMENTED TODAY THAT THE CITY, WHO IS TRYING TO ADD SOME
24 OFFICERS, ALSO DON'T HAVE THE MONEY FOR THAT. THIS IS NOT A
25 SOLUTION, TO THROW MORE MONEY AT THESE PROBLEMS. I'D ALSO LIKE



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1 TO SEE THE ORGANIZATIONAL CHART THAT MR. DROOYAN AND HIS
2 CONSULTANTS GOT A CHANCE TO LOOK AT. THIS REPORT BY MR.
3 DROOYAN WAS SENT IN A NON-SEARCHABLE PDF. IT WAS POSTED
4 SOMETIME FRIDAY EVEN THOUGH IT WAS SUPPOSED TO BE POSTED ON
5 WEDNESDAY. SO IT'S VERY HARD FOR ANYBODY WHO CARES TO PAY
6 ATTENTION, IT'S VERY HARD TO PAY ATTENTION TO THIS STUFF WHEN
7 YOU HAVE REPETITIVE REQUESTS GOING AROUND IN KIND OF CIRCLES,
8 THIS IDEA THAT WE'RE GOING TO SPEND ANOTHER THREE MILLION
9 DOLLARS ON A DATA TRACKING SYSTEM WHEN WE HAVE TWO SYSTEMS
10 THAT CAN'T COMMUNICATE WITH ONE ANOTHER, IT IS EMBARRASSING.
11 THE LAPEL CAMS, THEY WROTE A 600-PAGE REPORT ON OFFICER WORN
12 VIDEO CAMERAS. I THINK YOU REMEMBER ME JUMPING UP AND DOWN
13 ABOUT THIS OVER A YEAR AGO, AND WE DON'T HAVE THE MONEY FOR
14 THAT. TO BUY ALL THOSE CAMERAS, YOU COULD SELL THE SONAR
15 PLATFORM VESSEL THAT WAS APPROVED FOR 2.25 MILLION DOLLARS AND
16 IS AVAILABLE ON MR. YAROSLAVSKY'S WEBSITE FOR A LITTLE PICTURE
17 OF IT. AND BUY ALL THOSE CAMERAS AND MORE.

18

19 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU.

20

21 **ERIC PREVEN:** IT'S OUT OF CONTROL, GUYS.

22

23 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU. NEXT SPEAKER, PLEASE.

24



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1 **ARNOLD SACHS:** YES, THANK YOU. YOU MIGHT, FOR THE BENEFIT OF
2 THE PUBLIC, REFER TO WHAT EXACTLY MIGHT OCCUR IN CLOSED
3 SESSION? MY CONCERN AND ALTHOUGH SOME OF THE SUBJECTS BROUGHT
4 UP BY THE BOARD WERE PERTINENT, SUPERVISOR MOLINA DISCUSSING
5 THE POLICY REGARDING THE REMOVAL OF CLIQUES OR PATROL OFFICERS
6 THAT ENGAGED IN CLIQUISH BEHAVIOR; I SOMEWHAT BELIEVE THAT
7 WOULD HAVE BEEN SOMETHING THAT WOULD HAVE BEEN SAVED FOR
8 CLOSED SESSION. BECAUSE IF YOU COME IN TO OPEN SESSION AND
9 DISCUSS POLICIES THAT WERE OR WERE NOT IN EFFECT, AND YOU'RE
10 TALKING ABOUT PERSONNEL THAT HAVE BEEN ELIMINATED BASED ON
11 THOSE POLICIES BEING IN OR NOT IN EFFECT, IF THEY'RE NOT IN
12 EFFECT, BOOYA. AND IF THEY ARE IN EFFECT --

13

14 **SUP. RIDLEY-THOMAS, CHAIRMAN:** WATCH YOUR LANGUAGE.

15

16 **ARNOLD SACHS:** I DIDN'T SAY ANYTHING. BOOYA, BOOYA. IF THEY'RE
17 NOT IN EFFECT, THE COUNTY LOSES, THE PUBLIC LOSES. IF THEY ARE
18 IN EFFECT, OKAY. WHY WEREN'T THEY LOCKED AT EARLIER? AND,
19 AGAIN, THE BUDGETARY PROCESS THAT'S INVOLVED HERE. IT WAS
20 MENTIONED THAT A PROGRAM NEEDS TO BE LOOKED AT THE
21 COMPREHENSIVE DATA TRACKING SYSTEM NEEDS TO BE LOOKED AT. I
22 BELIEVE IN THE LAST TWO WEEKS OF THIS LAST YEAR, THE COUNTY
23 BOARD OF SUPERVISORS AUTHORIZED 944 MILLION DOLLARS FOR THE
24 LEADER PROGRAM AND THE CERNER PROGRAM. THAT'S 944 MILLION. THE
25 SHERIFF NEEDS MONEY FOR THIS BACKUP PROGRAM. YOU GOT 944



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1 MILLION? ROUND IT UP TO AN EVEN BILLION. IT SOUNDS SO MUCH
2 BETTER. GO METRO, BY THE WAY. GO METRO.

3

4 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU FOR YOUR TESTIMONY.
5 THAT CLOSES THE PUBLIC HEARING ON THE CLOSED SESSION ITEMS.
6 MADAM EXECUTIVE OFFICER.

7

8 **SACHI HAMAI, EXEC. OFFICER:** MR. CHAIRMAN, MEMBERS OF THE
9 BOARD, ON ITEM CS-1, THE BOARD WILL CONTINUE THIS ITEM ONE
10 WEEK TO THE REGULAR BOARD MEETING CLOSED SESSION OF FEBRUARY
11 26, 2013. THAT WOULD BE CS-1 ON TODAY'S AGENDA IN SPECIAL
12 CLOSED SESSION. AND THEN IN ACCORDANCE WITH BROWN ACT
13 REQUIREMENTS, NOTICE IS HEREBY GIVEN THAT THE BOARD OF
14 SUPERVISORS WILL CONVENE IN A SPECIAL CLOSED SESSION TO
15 DISCUSS ITEM NUMBER CS-2, CONFERENCE WITH LEGAL COUNSEL
16 REGARDING SIGNIFICANT EXPOSURE TO LITIGATION, AS INDICATED ON
17 THE POSTED AND SUPPLEMENTAL AGENDAS. THANK YOU.

18

19

20 [CLOSED SESSION]

21

22

23 **SUP. RIDLEY-THOMAS, CHAIRMAN:** WE THANK YOU FOR YOUR ATTENDANCE
24 AT OUR REGULARLY SCHEDULED MEETING OF THE BOARD OF TRUSTEES
25 HERE TODAY ON FEBRUARY THE 19TH. ALL PERSONS ARE IN THEIR



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1 RESPECTIVE PLACES TO CONDUCT THE BUSINESS AT HAND AND AT THE
2 INVITATION HAVE ESTABLISHED A QUORUM, WE WILL BE LED IN OUR
3 INVOCATION BY PASTOR GEORGE NELSON OF THE VISION PLUS CHURCH
4 IN CHATSWORTH AND HE'S INVITED BY SUPERVISOR ANTONOVICH. THEN
5 OUR PLEDGE VETERAN FOR TODAY IS MISS STEPHANIE STONE. SHE IS
6 THE CHIEF DEPUTY FOR THE DEPARTMENT OF MILITARY AND VETERANS
7 AFFAIRS AT THE INVITATION OF SUPERVISOR DON KNABE. IF YOU
8 WOULD PLEASE RISE FOR THE INVOCATION. PASTOR NELSON.

9

10 **PASTOR GEORGE NELSON:** PLEASE JOIN ME FOR THE INVOCATION. AS WE
11 ASSEMBLE HERE, GOD, HUMBLE, YET DETERMINED, UNDER HEAVEN, WE
12 CALL FOR YOUR BENEVOLENT HAND OF GRACE AND MERCY BE UPON THESE
13 PUBLIC SERVANTS TODAY AS THEY ANSWER THE CALL TO SERVE THE
14 PEOPLE. STRENGTHEN THEM AS THEY STRUGGLE WITH THE BURDEN AND
15 RESPONSIBILITIES OF CARRYING OUT THE DUTIES OF THEIR ELECTED
16 OFFICE IN THE DAILY AFFAIRS OF THE COUNTY OF LOS ANGELES IN
17 THE STATE OF CALIFORNIA. WE HUMBLY ASK THAT THEY FACE THESE
18 TASKS AHEAD WITH CONFIDENCE AND THAT YOUR DIVINE WISDOM AND
19 GUIDANCE BE NOT FAR AWAY. WE ACKNOWLEDGE UNDER YOUR WATCHFUL
20 EYE OUR SINCERE GRATITUDE TO THE PEOPLE WHOM THESE ONES
21 REPRESENT WITHIN THE FRAMEWORK OF THE CONSTITUTION AND THE
22 VISION OF OUR FOUNDING FATHERS. PLEASE CONTINUE TO REMIND US
23 AS WE STAND DIVERSE YET UNITED AND INDIVISIBLE KNOWING THAT
24 OUR INHERITED FREEDOMS COME WITH COST AND ARE WORTH THE
25 STRUGGLE TO KEEP, AMEN.



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1

2 **STEPHANIE STONE:** PLACE YOUR RIGHT HAND OVER YOUR HEARTS.

3 VETERANS RENDER A HAND SALUTE AND REPEAT AFTER ME. [PLEDGE OF
4 ALLEGIANCE RECITED.]

5

6 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH. SUPERVISOR
7 ANTONOVICH.

8

9 **SUP. ANTONOVICH:** MR. CHAIRMAN, ONCE AGAIN IT'S A PLEASURE TO
10 WELCOME PASTOR GEORGE NELSON AS THE SENIOR PASTOR OF VISION
11 PLUS CHURCH TWO IN CHATSWORTH TO LEAD US IN THE PRAYER THIS
12 MORNING. HE WAS ORDAINED IN 2006 AND CALLED TO BEGIN THE
13 MISSION CHURCH IN 2009. THE CHURCH SOON AFTER RECEIVED ITS
14 PARTNERSHIP AND AFFILIATION WITH THE CALIFORNIA SOUTHERN
15 BAPTIST CONVENTION. HE ALSO LEADS A CHURCH FELLOWSHIP AT
16 SUNRISE SENIOR LIVING AT WEST HILLS, AND HE AND HIS WIFE
17 MICHELLE STARTED A DISABILITY MINISTRY TO HELP THOSE WITH
18 SPECIAL NEEDS. HE'S A NATIVE CALIFORNIAN, SERVED AS A UNITED
19 STATES MILITARY OFFICER WITH THE UNITED STATES ARMY, ARMED
20 FORCES. AND WE'RE VERY PLEASED TO HAVE HIM HERE TODAY AND BE A
21 GREAT LEADER OF THE SAN FERNANDO VALLEY'S COMMUNITY OF
22 CHATSWORTH. [APPLAUSE.]

23

24 **SUP. RIDLEY-THOMAS, CHAIRMAN:** AGAIN, PASTOR NELSON, WE THANK
25 YOU FOR BEING OUR MORNING INVOCATOR. AND WE WISH YOU GOD'S



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1 SPEED. WE'LL NOW PROCEED TO THE AGENDA. MADAM EXECUTIVE
2 OFFICER.

3

4 **SACHI HAMAI, EXEC. OFFICER:** MR. CHAIRMAN, MEMBERS OF THE
5 BOARD, BEFORE WE GO INTO TODAY'S AGENDA, IF I COULD DO THE
6 READOUT FROM THE SPECIAL CLOSED SESSION. ON ITEM NUMBER CS-2,
7 CONFERENCE WITH LEGAL COUNSEL REGARDING SIGNIFICANT EXPOSURE
8 TO LITIGATION, NO REPORTABLE ACTION WAS TAKEN. AND THAT
9 COMPLETES THE CLOSED SESSIONS FOR THE SPECIAL CLOSED SESSION.

10

11 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU.

12

13 **SACHI HAMAI, EXEC. OFFICER:** OKAY. GOOD AFTERNOON, MR.
14 CHAIRMAN, MEMBERS OF THE BOARD, WE'LL BEGIN TODAY'S AGENDA ON
15 PAGE TWO, PRESENTATION AND SET MATTERS. ON ITEM NUMBER S-2,
16 THE BOARD REQUESTS THAT THIS ITEM BE CONTINUED ONE WEEK TO
17 FEBRUARY 26, 2013. AND ON THIS ITEM, THERE'S A REQUEST FROM A
18 MEMBER OF THE PUBLIC TO HOLD IT. ON ITEM ITEM S-3, THE BOARD
19 OF SUPERVISORS ALSO REQUESTS THAT THIS ITEM BE CONTINUED ONE
20 WEEK TO FEBRUARY 26, 2013. AND ON THIS ITEM, THERE'S ALSO
21 MEMBERS OF THE PUBLIC WHO WOULD LIKE TO HOLD THIS ITEM. ON
22 ITEM NUMBER S-4, AS INDICATED ON THE SUPPLEMENTAL AGENDA, THE
23 CHIEF PROBATION OFFICER REQUESTS THAT THIS ITEM BE CONTINUED
24 TWO WEEKS TO MARCH 5, 2013. AND THERE'S A REQUEST FROM A
25 MEMBER OF THE PUBLIC TO HOLD THIS ITEM. ON PAGE FOUR, AGENDA



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1 FOR THE MEETING OF THE COMMUNITY DEVELOPMENT COMMISSION, ITEMS
2 1-D AND 2-D. ON ITEM NUMBER 1-D, THERE'S A REQUEST IF MEMBERS
3 OF THE PUBLIC TO HOLD THIS ITEM. NUMBER 2-D IS BEFORE YOU.

4

5 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH. THE MATTER
6 IS BEFORE US. IT'S BEEN MOVED BY SUPERVISOR KNABE. SECONDED BY
7 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTIONS, THAT WILL BE
8 THE ORDER.

9

10 **SACHI HAMAI, EXEC. OFFICER:** ON PAGE FIVE, BOARD OF
11 SUPERVISORS, ITEMS NUMBER 1 THROUGH 7. ON ITEM NUMBER 2, THIS
12 INCLUDES THE REVISIONS AS INDICATED ON THE SUPPLEMENTAL AGENDA
13 AND ALSO ON THIS ITEM, SUPERVISOR RIDLEY-THOMAS AND MEMBERS OF
14 THE PUBLIC REQUEST THAT THE ITEM BE HELD. ON ITEM NUMBER 3,
15 SUPERVISOR KNABE REQUESTS THAT THIS ITEM BE CONTINUED ONE
16 WEEK. AND ON THIS ITEM, THERE'S A REQUEST FROM A MEMBER OF THE
17 PUBLIC TO HOLD IT. ON ITEM NUMBER 6, SUPERVISOR RIDLEY-THOMAS
18 AND MEMBERS OF THE PUBLIC REQUEST THAT THIS ITEM BE HELD. THE
19 REMAINING ITEMS UNDER THE BOARD OF SUPERVISORS ARE BEFORE YOU.

20

21 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH. SUPERVISOR
22 ANTONOVICH MOVES AND SUPERVISOR MOLINA SECONDS. PLEASE RECORD
23 A UNANIMOUS VOTE.

24



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1 **SACHI HAMAI, EXEC. OFFICER:** ON PAGE EIGHT, CONSENT CALENDAR,
2 ITEMS 8 THROUGH 34. ON ITEM NUMBER 11, THERE'S A REQUEST FROM
3 A MEMBER OF THE PUBLIC TO HOLD THIS ITEM. ON ITEM NUMBER 12,
4 THERE'S A REQUEST FROM MEMBERS OF THE PUBLIC TO HOLD THIS
5 ITEM. ON ITEM NUMBER 14, SUPERVISOR RIDLEY-THOMAS AND A MEMBER
6 OF THE PUBLIC REQUEST THAT THIS ITEM BE HELD. ON ITEM NUMBER
7 15, 16, 17, 18 AND 19, THERE'S A REQUEST FROM EITHER A MEMBER
8 OR MEMBERS OF THE PUBLIC TO HOLD THESE ITEMS. ON ITEM NUMBER
9 24, 25, ON THESE TWO ITEMS, THERE'S EITHER A REQUEST AGAIN
10 FROM A MEMBER OR MEMBERS OF THE PUBLIC TO HOLD THIS ITEM. ON
11 ITEM NUMBER 26, AS INDICATED ON THE SUPPLEMENTAL AGENDA,
12 SUPERVISOR RIDLEY-THOMAS REQUESTS THAT THIS ITEM BE CONTINUED
13 ONE WEEK TO FEBRUARY 26, 2013. ON ITEM NUMBER 27, SUPERVISOR
14 ANTONOVICH AND MEMBERS OF THE PUBLIC REQUEST THAT THIS ITEM BE
15 HELD. ON ITEM NUMBER 28 AND 29, THERE'S A REQUEST FROM A
16 MEMBER OF THE PUBLIC TO HOLD THESE ITEMS. ON ITEM NUMBER 31,
17 AS INDICATED ON THE SUPPLEMENTAL AGENDA, THE DIRECTOR OF
18 HEALTH SERVICES REQUESTS THAT THIS ITEM BE CONTINUED TWO WEEKS
19 TO MARCH 5, 2013. ON ITEM NUMBER 32, AS INDICATED ON THE
20 SUPPLEMENTAL AGENDA, THE DIRECTOR OF HEALTH SERVICES REQUESTS
21 THAT THIS ITEM BE CONTINUED TWO WEEKS TO MARCH 5, 2013. ON
22 ITEM NUMBER 34, AS INDICATED ON THE SUPPLEMENTAL AGENDA, AGAIN
23 THE DIRECTOR OF HEALTH SERVICES REQUESTS THAT THIS ITEM BEING
24 CONTINUED TWO WEEKS TO MARCH 5, 2013. THE REMAINING ITEMS
25 UNDER THE CONSENT CALENDAR ARE BEFORE YOU.



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1

2 **SUP. RIDLEY-THOMAS, CHAIRMAN:** SUPERVISOR KNABE MOVES.
3 SUPERVISOR ANTONOVICH SECONDS. IF THERE ARE NO OBJECTIONS,
4 THAT WILL BE THE ORDER.

5

6 **SACHI HAMAI, EXEC. OFFICER:** ON PAGE 20, ORDINANCES FOR
7 INTRODUCTION, ITEMS NUMBER 35 AND 36. AND ON THESE ITEMS, I'LL
8 READ THE SHORT TITLE IN FOR THE RECORD. ON ITEM NUMBER 35,
9 THIS IS AN ORDINANCE FOR INTRODUCTION AMENDING COUNTY CODE
10 TITLE 4 REVENUE AND FINANCE SETTING FORTH THE PROCEDURES FOR
11 ADOPTING THE COUNTY BUDGET AND CHANGING CERTAIN DATES TO ALIGN
12 THE BUDGET ADOPTION PROCESS WITH PROVISIONS OF THE GOVERNMENT
13 CODE AND MAKING CERTAIN MINISTERIAL CHANGES. ON THIS ITEM,
14 THERE'S A REQUEST FROM A MEMBER OF THE PUBLIC TO HOLD IT. ON
15 ITEM NUMBER 36, THIS IS AN ORDINANCE FOR INTRODUCTION AMENDING
16 THE COUNTY CODE TITLE 6, SALARIES, ADDING AND/OR DELETING AND
17 CHANGING CERTAIN CLASSIFICATIONS AND NUMBERS OF ORDINANCE
18 POSITIONS IN THE DEPARTMENTS OF HEALTH SERVICES AND REGIONAL
19 PLANNING. ON THIS ITEM, THERE'S ALSO A REQUEST FROM A MEMBER
20 OF THE PUBLIC TO HOLD IT. ON ITEM NUMBER 37, THIS IS A
21 SEPARATE MATTER. AND AGAIN I'LL READ THE SHORT TITLE IN FOR
22 THE RECORD. THIS IS THE TREASURER AND TAX COLLECTOR'S
23 RECOMMENDATION TO ADOPT A RESOLUTION AUTHORIZING THE ISSUANCE
24 AND SALE OF THE PALMDALE SCHOOL DISTRICT GENERAL OBLIGATION
25 BONDS 2012 ELECTION SERIES 2013-A IN AGGREGATE PRINCIPAL



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1 AMOUNT NOT TO EXCEED 45 MILLION DOLLARS. ON DISCUSSION ITEMS,
2 ITEMS 38 AND 39, ON ITEM NO. 38, WE WILL HOLD FOR A
3 DISCUSSION. ON ITEM NUMBER 39, AS INDICATED ON THE
4 SUPPLEMENTAL AGENDA, COUNTY COUNSEL AND CHIEF EXECUTIVE
5 OFFICER REQUEST THAT THIS ITEM BE CONTINUED ONE WEEK TO
6 FEBRUARY 26, 2013. ON PAGE 22, MISCELLANEOUS ADDITIONS TO THE
7 AGENDA WHICH WERE POSTED MORE THAN 72 HOURS IN ADVANCE OF THE
8 MEETING AS INDICATED ON THE SUPPLEMENTAL AGENDA. ON ITEM
9 NUMBER 48, SUPERVISOR ANTONOVICH REQUESTS THAT THIS ITEM BE
10 HELD. AND THAT COMPLETES THE READING OF THE AGENDA. BOARD OF
11 SUPERVISORS SPECIAL ITEMS BEGIN WITH SUPERVISORIAL DISTRICT
12 NUMBER 3.

13

14 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. THANK YOU VERY MUCH.
15 SUPERVISOR YAROSLAVSKY, ANY MATTERS TO COME BEFORE US BY WAY
16 OF PRESENTATIONS? NO PRESENTATIONS? THANK YOU. SUPERVISOR
17 KNABE, ANY PRESENTATIONS? SUPERVISOR MOLINA? NO PRESENTATIONS?
18 ALL RIGHT. SUPERVISOR ANTONOVICH. ANY PRESENTATIONS,
19 SUPERVISOR ANTONOVICH?

20

21 **SUP. ANTONOVICH:** MR. CHAIRMAN AND MEMBERS, IT'S A REAL GOOD
22 PLEASURE TO RECOGNIZE AN INDIVIDUAL I HAD THE OPPORTUNITY TO
23 KNOW FOR MANY, MANY YEARS, A FRATERNITY BROTHER, AS WELL. AND
24 THAT'S HENRY HERB WILKINS WAS INITIATED AS A 33RD DEGREE FREE
25 MASON. HE SERVED IN THE KOREAN WAR, RECEIVED HIS BACHELOR'S



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1 DEGREE FROM THE UNIVERSITY OF SOUTHERN CALIFORNIA. RETIRED
2 FROM UNION BANK IN 1985 WHERE HE WAS VICE PRESIDENT. HE WAS
3 ALSO THE PRESIDENT IN 1964 OF THE AMERICAN INSTITUTE OF
4 BANKING. HERB HAD HIS DISTINGUISHED CAREER IN MASONRY SINCE
5 HIS INITIATION IN 1975 AT THE ARCADIA LODGE 547. HE JOINED THE
6 PASADENA BODIES OF THE ANCIENT ACCEPTED SCOTTISH RITE OF FREE
7 MASONRY AND THIS IS ONE OF SEVERAL RITES OF FREE MASONRY. ITS
8 MISSION IS TO IMPROVE THE MEMBERS AND ENHANCE THE COMMUNITIES
9 IN WHICH THEY LIVE BY TEACHING BROTHERLY LOVE, TOLERANCE,
10 CHARITY AND TRUTH. HE'S ALSO A MEMBER OF THE SAN GABRIEL YORK
11 RITE BODIES OF FREE MASONRY AND WAS SOVEREIGN MASTER OF THE
12 ALLIED MASONIC DEGREES COUNCIL IN 2003; 2005 AWARDED THE YORK
13 RITE ORDER OF THE PURPLE CROSS FROM THE YORK RITE SOVEREIGN
14 COLLEGE IN NORTH AMERICA. ALSO A MEMBER OF THE SHRINE
15 INTERNATIONAL HIGH 12 ROYAL ORDER OF SCOTLAND RED CROSS OF
16 CONSTANTINE AND SERVED AS A MEMBER OF THE BOARD OF DIRECTORS
17 OF THE MIDNIGHT MISSION OF LOS ANGELES. AND HE'S ACTIVE IN THE
18 COMMUNITY, THE SAN GABRIEL VALLEY, AS WELL. HE'S JOINED BY HIS
19 WIFE IRENE AND SEVERAL MEMBERS OF THE PASADENA SCOTTISH RITE
20 WHO ARE HERE TODAY. HERB, CONGRATULATIONS FOR MANY, MANY GREAT
21 YEARS OF SERVICE AND WISH YOU MANY MORE YEARS OF GREAT
22 SERVICE. [APPLAUSE.]

23

24 **HERB WILKINS:** SUPERVISOR ANTONOVICH AND FELLOW SUPERVISORS,
25 THANK YOU VERY MUCH FOR THIS DISTINGUISHED PRESENTATION. I WAS



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1 IN THIS BUILDING, IN THIS ROOM, HEARING ROOM FOR I CAN'T
2 REMEMBER WHAT PURPOSE, BUT IT WAS AT LEAST 30 YEARS AGO, AND
3 IT TOOK A WHILE TO GET BACK HERE. [LAUGHTER.] THANK YOU VERY
4 MUCH FOR THE INVITATION TO APPEAR. MY WIFE AND IRENE, I COULD
5 NOT HAVE ACCOMPLISHED ANYTHING WITHOUT HER SUPPORT. THAT'S THE
6 BETTER PART OF MY MARRIAGE. WE'VE BEEN MARRIED FOR 58 YEARS.
7 THAT'S THE SAME NUMBER OF COUNTIES -- [APPLAUSE.] -- THE SAME
8 NUMBER OF COUNTIES THAT THERE ARE IN THE STATE OF CALIFORNIA.
9 AND THIS BEING A PARTICULARLY IMPORTANT COUNTY BECAUSE WE HAVE
10 LIVED IN THIS JURISDICTION FOR ALMOST SIX DECADES. AND IT IS A
11 PRIVILEGE TO APPEAR BEFORE THIS DISTINGUISHED GROUP, AND IRENE
12 AND I THANK YOU KINDLY FOR YOUR RECOGNITION IN THIS WONDERFUL
13 DAY. THANK YOU. [APPLAUSE.]

14

15 **SUP. ANTONOVICH:** WE HAVE A LITTLE YORKSHI MIX. THIS IS A
16 SPECIAL NEED DOG THAT HAS NO BOTTOM TEETH. SHE'S SIX YEARS OLD
17 AND LOOKING FOR A HOME. SOMEONE WHO WOULD LIKE TO TAKE CARE OF
18 LITTLE SWEET BROWN. YOU COULD CALL 562-728-4644. AND THIS IS,
19 AS I SAID, A LITTLE SPECIAL NEEDS DOG WITHOUT A LOWER DENTURE.
20 WE USED TO HAVE DR. CAMPBELL ON TELEVISION, REMEMBER THAT? SO,
21 ANYWAY, SHE NEEDS A LITTLE SPECIAL CARE. SO SHE'S LOOKING FOR
22 A LITTLE HOME. NICE LITTLE SWEET DOG.

23



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1 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH, SUPERVISOR
2 ANTONOVICH. I THINK THAT CONCLUDES OUR SPECIAL PRESENTATIONS
3 FOR TODAY. ALL RIGHT. MADAM EXECUTIVE OFFICER?

4
5 **SACHI HAMAI, EXEC. OFFICER:** MR. CHAIRMAN, THERE WERE A NUMBER
6 OF INDIVIDUALS WHO SIGNED UP FOR ITEMS TO SPEAK ON?

7
8 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH. FRANK
9 LOPEZ. ARNOLD SACHS. ERIC PREVEN, GENEVIEVE CLAVREUL, NICOLE
10 PARSON, IN THAT ORDER, PLEASE. ALL RIGHT. MR. LOPEZ?

11
12 **FRANK LOPEZ:** YES. GOOD MORNING, BOARD OF SUPERVISORS, MY NAME
13 IS FRANK LOPEZ. I'M HERE TODAY ON BEHALF OF THE LOS ANGELES
14 AREA CHAMBER OF COMMERCE AND THE FIX L.A. NOW COALITION. BOTH
15 THE CHAMBER AND THE COALITION FULLY SUPPORT EFFORTS TO PROMOTE
16 THE REGIONALIZATION OF AIR TRAFFIC THROUGHOUT SOUTHERN
17 CALIFORNIA. WE BELIEVE IT'S SOUND ECONOMIC POLICY, ESPECIALLY
18 AS IT PERTAINS TO THE POTENTIAL OR INCREASED AIR POLLUTOIN AT
19 ONTARIO INTERNATIONAL AIRPORT. HOWEVER, WE'RE CONCERNED THAT
20 THIS MOTION COMES AT A TIME WHEN WE SHOULD BE FOCUSED ON FULL
21 MODERNIZATION AT LAX. THE SPECIFIC PLAN AMENDMENT STUDY AND
22 ITS ACCOMPANIED E.I.R. IS CURRENTLY GOING THROUGH ITS APPROVAL
23 PROCESS AND HAS ALREADY PASSED TWO COMMISSIONS. NOW IT'S
24 BEFORE THE COUNTY'S AIRPORT LAND USE COMMISSION. SINCE IT HAS
25 NO DIRECT CONNECTION TO THE MUTUAL GOAL OF REGIONALIZATION WE



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1 URGE BOTH ISSUES BE APPROACHED SEPARATELY. WE ARE CONCERNED
2 THAT THIS MOTION WILL SLOW DOWN THE PROGRESS TOWARDS ITS FINAL
3 APPROVAL. LAWA'S AMENDMENTS TO ITS MASTER PLAN WILL
4 SIGNIFICANTLY ADVANCE LAX'S SO-CALLED (INAUDIBLE) PROJECTS
5 INCLUDING A CONNECTOR BETWEEN THE AIRPORT AND METRO'S
6 TRANSPORTATION. THIS IS VITALLY IMPORTANT PROJECT FOR ALL OF
7 US WHO TRULY BELIEVE IN PUBLIC TRANSPORTATION SERVICES IN THE
8 REGION. WE URGE YOU TO PRIORITIZE THE SPECIFIC PLAN AMENDMENT
9 STUDY FIRST AND DO NOT DELAY _____'S DETERMINATION OF THIS
10 PLAN. LAWA NEEDS TO KEEP MOVING ON MODERNIZATION OF LAX ITS
11 TERMINALS, ITS GROUND ACCESS, AND ITS AIR FIELD. PLEASE DO NOT
12 SLOW DOWN THAT PROGRESS. THANK YOU VERY MUCH.

13
14 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU FOR YOUR TESTIMONY.
15 THE MATTER HAS BEEN CONTINUED PURSUANT TO THE REQUEST OF THE
16 MAKER. WE'LL PROCEED TO THE NEXT SPEAKERS. ERIC PREVEN AND
17 GENEVIEVE CLAVREUL.

18
19 **ERIC PREVEN:** GOOD AFTERNOON, SUPERVISOR RIDLEY-THOMAS AND
20 OTHER SUPERVISORS. THIS MORNING WE HAD A MEETING ON THE JAIL
21 COMMISSION VIOLENCE, WHICH WAS ACTUALLY A REPORT FROM THE
22 IMPLEMENTATION MONITOR. AND PLEASE STAY TUNED IF THEY ARE
23 GOING TO RUN IT AT THE VERY END BECAUSE IT IS IMPORTANT THAT
24 YOU LISTEN TO MR. DROOYAN AND HIS REPORT, WHICH, FRANKLY, IT
25 DOES NOT SEEM ESPECIALLY INDEPENDENT. TODAY, WE ARE FACING A



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1 NUMBER OF ITEMS ON A NUMBER OF SUBJECTS INCLUDING ONE THAT WAS
2 NOT POSTED WITH THE AGENDA BUT HAS TO DO WITH THE RENOVATION
3 OF THE KEN HAHN HALL OF ADMINISTRATION. I NOTICED WE WERE
4 SUPPOSED TO GET A REPORT BACK. SIR, YOU HAD REQUESTED THAT THE
5 REPORT BACK. I HAD NEVER SEEN THE REPORT BACK BUT NOW WE ARE
6 LOOKING FOR OUTSIDE PLACES TO PUT UP VARIOUS OFFICE PEOPLE.
7 THAT WORRIES ME. I KNOW WE HAVE NUMEROUS CONTRACTS WITH
8 JAMISON GROUP. I HOPE THAT WE WOULD PUT A FAIR RFP TOGETHER ON
9 SOMETHING LIKE THAT. ITEM 1-D, WHICH IS THE COMMUNITY
10 DEVELOPMENT COMMISSION'S ITEM HAVING TO DO WITH HARRY JOE, A
11 CONTRACTOR WHO IS BEING BROUGHT IN TO DO SOME SOUNDPROOFING
12 AGAIN. THIS IS A GUY WHO I'VE BEEN FOLLOWING, DON'T KNOW HIM
13 AT ALL, BUT JANUARY 10TH, I BELIEVE IT WAS, WHEN SUPERVISOR
14 YAROSLAVSKY TRIED TO SHORTEN THE PUBLIC COMMENT PERIOD BY
15 ABOUT A YEAR AGO IN 2012, HE WAS AWARDED A CONTRACT. AND THEN
16 WE DISCOVERED THAT HE WAS A VERY HIGH BIDDER ON ANOTHER
17 CONTRACT. AND THEN THERE WAS A THIRD CONTRACT WHERE THERE WAS
18 A CLERICAL ERROR. HERE'S THE THING. I'M CONCERNED WHEN I SEE
19 CLERICAL ERROR FOR THE LOW BIDDER. IT HAPPENED ON ANOTHER ITEM
20 TODAY THAT I'LL GET TO IN A MINUTE. BUT I WONDER IF ANYBODY IS
21 DOING AUDITS OF THESE GROUPS THAT WE CONTINUALLY REPEATEDLY
22 USE OVER AND OVER AGAIN WITHOUT COMPETITIVE BIDDING SOMETIMES.
23 I JUST DON'T KNOW. ITEM NUMBER 24 IS AN EXAMPLE OF THAT
24 CLERICAL ERROR. GORDIAN GROUP, WHOM WE HAVE NOT HEARD FROM IN
25 MONTHS HERE AND THAT'S PROBABLY BECAUSE THE GORDIAN GROUP DOES



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1 SOMETHING CALLED JOB ORDER CONTRACTING WHERE THEY PROVIDE A
2 PRICE BOOK. YOU CAN REFLECT ON WHAT THEY DO BY LOOKING AT YOUR
3 NOVEMBER 8, 2011 COMMENTS ABOUT THAT. THERE IS A GOOD
4 TRANSCRIPT WHERE THIS WHOLE BOARD ENGAGES ON THAT. AND
5 UNFORTUNATELY THEY'RE TAKING 97,000 DOLLARS OUT OF A
6 2.SOMETHING MILLION DOLLAR CONTRACT HERE AND I DON'T KNOW --
7 THIS IS REALLY PREPOSTEROUS BECAUSE IT CONTINUES UNABATED.
8 THEY TAKE A PERCENTAGE OF A PUBLIC WORKS CONTRACT FOR RUNNING
9 A COMPUTER PROGRAM AND THEY PILEUP AND THEN AN ENORMOUS AMOUNT
10 OF MONEY GOES OUT OF STATE. THAT'S NOT CONSISTENT WITH WHAT
11 WE'RE ABOUT HERE IN L.A. COUNTY. AND THAT REMINDS ME. ON
12 BUDGET DAY EARLIER IN 2012, YOU PROMISED NINE DOLLARS AND
13 SIXTY-FIVE CENTS FOR THE HOME CARE WORKERS. YOU GAVE THEM NINE
14 FIFTY. THERE WAS A RENEGING GOING ON THERE. IT'S COMPLETELY
15 UNACCEPTABLE. AND THESE PEOPLE ARE ENTITLED THAT EXTRA 15
16 CENTS. THESE ARE HOME CARE WORKERS WHO SAVED US A FORTUNE, A
17 LOT MORE THAN WE'LL SAVE BY OUTSOURCING OUR PRISONS TO TAFT.
18 IF THAT IS HAPPENING, AND BY THE WAY IF THAT IS HAPPENING I
19 WOULD BE SURPRISED AFTER A HUGE MEETING ON THE JAILS THIS
20 MORNING IF THAT GETS PUSHED THROUGH AFTER BEING CONTINUED
21 NUMEROUS TIMES ON THIS ITEM.

22

23 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU FOR YOUR TESTIMONY,
24 SIR. NEXT SPEAKER.

25



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1 **ARNOLD SACHS:** GOOD AFTERNOON, ARNOLD SACHS. I, TOO, HELD
2 SEVERAL ITEMS. AS PER THE BOARD'S POLICY TO PENALIZE PEOPLE
3 FOR HOLDING MORE THAN ONE ITEM TO LOSE TIME ON YOUR TOTAL
4 PACKAGE, THREE MINUTES DOWN TO TWO MINUTES DOWN TO ONE BUT
5 THAT'S LIFE. ANYWAY, 1-D I HELD, AGAIN SOUND INSULATION. YOU
6 KNOW, IT'S THAT TIME OF YEAR. YOU'LL BE COMING UP WITH
7 C.D.B.G. FUNDING. AND MAYBE THE 40TH YEAR OF THE ACTION
8 PROGRAM, WHICHEVER. WHY DON'T YOU JUST GO AHEAD, BECAUSE
9 YOU'RE GOING TO ROLL OVER MONEY IN THE C.D.B.G. FUNDS, WHY
10 DON'T YOU GO AHEAD AND GIVE THEM A WHOLE GRIP OF MONEY AND GET
11 THE WINDOWS AND THIS SOUNDPROOFING DONE? YOU'RE GOING TO ROLL
12 OVER 10 MILLION DOLLARS IN C.D.B.G. FUNDS, PROBABLY. WHY DON'T
13 YOU USE SOME MUCH THAT ROLLED OVER MONEY, GET THIS PROJECT
14 DONE AND STOP PUTTING THESE PEOPLE ON THE YOYO? I HELD ITEM
15 NUMBER 6 THAT REFERS TO THE SHIPMENT TO KOREA FROM GARDENA.
16 KEEP IN MIND THAT THE MAYOR OF GARDENA, PAUL TANAKA, WAS THE
17 SECOND IN COMMAND FOR THE SHERIFF WHEN THIS TRANSFER OF THE
18 VEHICLES TOOK PLACE. AND I WOULD JUST OUT OF CURIOSITY HOW
19 THAT WOULD ADD UP. BUT SOMEHOW OR OTHER, I WOULD IMAGINE THAT
20 WILL BE ERASED FROM ANY RECORDS. AGAIN, WITH THE TAFT
21 TRANSFER, MINIMUM OF 512 INMATES, THAT'S 18.75 MILLION A YEAR.
22 WHAT'S THE MAXIMUM AMOUNT OF INMATES TO BE TRANSFERRED? IT
23 DOESN'T SAY. AND DOES THAT 512, THAT 18 OPINION 75 MILLION,
24 DOES THAT COVER THE 512? IS THAT FOR MORE THAN 512? IT'S VERY
25 UNCLEAR. I HELD ITEM 37 ONLY BECAUSE YOU'RE ALLOWING THE



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1 SCHOOL TO SELL BONDS. WOULD THE COUNTY STEP UP IF THOSE WERE
2 CAPITAL APPRECIATION BONDS? YOU KNOW THERE WAS A BIG STORY
3 ABOUT HOW THOSE BONDS ARE VERY POPULAR WITH SCHOOL DISTRICTS
4 EXCEPT THEY LEAVE THE SCHOOL DISTRICT OWING TONS OF MONEY IN A
5 FEW YEARS. I HELD ITEM 29. I'D REALLY LOVE TO LISTEN TO THAT
6 DISCUSSION AND GET INPUT BUT THREE MINUTES IS THREE MINUTES.
7 LAW ENFORCEMENT IN THE UNINCORPORATED AREAS. YOU MENTIONED --
8 IT WAS JUST TOLD ME THAT THE UNCOLLECTED COURT FEES GO
9 STRICTLY TO THE COURTS. BUT YOU TALKED ABOUT A BILLION
10 DOLLARS. SO IF YOU TOOK JUST LIKE THE STATE GOVERNMENT OR ANY
11 OTHER GOVERNMENT, THEY GET MONEY FROM ONE POT AND THEY PUT IT
12 IN ANOTHER, AND THEN THEY TAKE MONEY THAT WAS FUNDING THAT AND
13 USE IT FOR SOMETHING ELSE. SO IF YOU COLLECTED ANY OF THAT
14 FUNDED 1 BILLION DOLLARS THAT WAS OUTSTANDING TO THE COURT,
15 WOULD YOU THEN BE ABLE TO TAKE SOME. MONEY THAT GOES TO THE
16 SHERIFF FOR PROVIDING, I DON'T KNOW, SECURITY AND USE THAT TO
17 HIRE, I DON'T KNOW, THE PERSONNEL YOU NEED? AND AGAIN IT COMES
18 BACK DOWN TO THE UNFILLED BUT FUNDED POSITIONS THAT BOTH THE
19 COUNTY AND THE SHERIFF BOTH SEEM TO HAVE IN PERPETUITY.

20

21 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH.

22

23 **ARNOLD SACHS:** THANK YOU VERY MUCH. MY THREE MINUTES IS UP.
24 SHOULD I STICK AROUND AND WAIT FOR PUBLIC COMMENT OR GO GET A
25 BURGER? I THINK I'LL GET A BURGER.



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1

2 **SUP. RIDLEY-THOMAS, CHAIRMAN:** YOU MAY EXERCISE YOUR BEST
3 JUDGMENT. DR. CLAVREUL.

4

5 **DR. GENEVIEVE CLAVREUL:** YES, GOOD AFTERNOON, BOARD OF
6 SUPERVISORS. I WILL SPEAK ON S-2 AND S-3. I'M SORRY. I WILL
7 SPEAK ON S-2 AND S-3 ABOUT RANCHO. I AM VERY CONCERNED ON
8 WHAT'S GOING ON IN RANCHO. I FEEL THAT YOU SAY IT
9 INAPPROPRIATE THAT MR. LIMBAGA IS RECEIVING AN ANNUAL SALARY
10 OF 170,000 DOLLARS WHICH PUTS HIM PRETTY MUCH AT THE UPPER
11 RANGE FOR C.N.O. AND THE EXCUSE GIVEN THAT BASED ON MR.
12 LIMBAGA EXTENSIVE NURSING EXPERIENCE AND THE ROLE AND
13 EXPECTATION HE WILL BE ASSUMING, THIS IS AN APPROPRIATE SALARY
14 PLACEMENT. THIS IS A PERSON WHO WAS PRETTY MUCH HIS ENTIRE
15 CAREER BE AT RANCHO. I'M VERY CONCERNED ABOUT THE DIVERSITY
16 AND IN-DEPTH OF HIS KNOWLEDGE. ESPECIALLY WHEN I'M HEARING
17 CONSISTENTLY THAT RANCHO IS NOT WHAT IT USED TO BE. SO I THINK
18 MAYBE WE REALLY NEED TO LOOK AT THE BEHAVIOR OF MR. LIMBAGA
19 AND WHAT HE IS DOING BECAUSE THE LAST FEW MONTHS TO MY CHAGRIN
20 I HAVE HEARD CONSTANTLY ISSUE AT RANCHO. SO I KNOW SUPERVISOR
21 KNABE IS ONE OF YOUR FAVORITE CHILD THERE AND I HOPE YOU WILL
22 REALLY LOOK AT IT WITH A LITTLE MORE SCRUTINY. I THINK THE
23 SALARY IS PRETTY HEAVY, ESPECIALLY FOR SOMEBODY WHO DOESN'T
24 HAVE A BROAD BACKGROUND WHICH NEED TO BE EXPECTED. ON ITEM 12,
25 WE ARE AGAIN CREATING NEW JOB CLASSIFICATION. BUT WE ARE NOT



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1 GIVEN ANY RATE WHAT THOSE SALARIES ARE GOING TO BE. THAT WOULD
2 BE NICE IF THE PUBLIC COULD KNOW WHAT ELSE INFORMATION
3 MANAGEMENT PERSON WILL MAKE, YOU KNOW. AND IT LOOK LIKE FROM
4 LOOKING AT THE DOCUMENT ACCESSIBLE. IT LOOK LIKE THEY ARE
5 GETTING PRETTY NICE INCREASE OF SALARY BY THAT NOMINATION
6 CHANGE OF CLASSIFICATION WHICH IS ALWAYS HAPPENING HERE. ON
7 ITEM 17, YOU KNOW I'M ALLERGIC TO SOLE-VENDOR CONTRACTS. AND
8 AGAIN WE ARE HAVING FOR HIV AND AIDS, TWO SOLE-VENDOR
9 CONTRACTS FOR THE SINGLE ALLOCATION MODEL. THAT'S AN OXYMORON
10 IN L.A. COUNTY. EVENTUALLY YOU WILL LISTEN TO IT AND STOP
11 DOING THAT. ITEM 18, THE SAME. ALSO, I WANT TO LET YOU KNOW
12 THAT MANY OF THE DOCUMENTS WERE NOT ACCESSIBLE TO THE PUBLIC.
13 AND WE ARE ENTITLED TO 72-HOUR VIEW OF DOCUMENTS AND REPORTS.
14 SO THAT'S ALL FOR TODAY.

15

16 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU FOR YOUR TESTIMONY,
17 DR. CLAVREUL. WE'LL MOVE FORWARD WITH THE AGENDA AT THIS TIME.
18 RIGHT. NICOLE PARSON FROM LANCASTER ON ITEM 1-D. MISS PARSONS?
19 [SILENCE.]

20

21 **NICOLE PARSON:** GOOD AFTERNOON. GOOD MORNING. I WAS HERE TO
22 TALK ABOUT ENERGY INDEPENDENCE. AND I THOUGHT KILLING THE GRID
23 IS WHERE WE'RE GOING WITH THAT. MR.-- YOU GUYS, I SAW THE
24 BICYCLE CARMAGEDON, AND THAT WAS COOL. THERE'S NEIGHBORHOODS
25 THAT WALKABLE, NEED WALKABLE TO ABATE CURBS AND BLOCKED WALLS.



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1 THERE IS A THREE-MILE ZONE. WE NEED THAT HERE. THERE IS ALSO A
2 BROTHERHOOD IN WHICH I'M FROM. I GUESS, WELL, I'M FROM. AND
3 PUBLIC WORKS WAS SUPPOSED TO BE 200 JOBS FOR MY BROTHERHOOD.
4 THERE'S CERTAIN -- THERE IS A PROJECT FOR YOUNG KIDS, LIKE
5 THEY HAD TO PICK UP 10 THINGS. AND IT'S AMAZING WHAT KIDS PICK
6 UP OR YOU COULD PICK UP. MY BROTHERHOOD NEEDS JOBS HERE, AND
7 THAT'S WHERE THE PUBLIC WAS APPROVED. AND ALSO MR. BAKER DOES
8 NOT HAVE NATIVE LAND MANAGEMENT CLEARANCE. AND THEN THERE IS
9 AFFORDABLE CARE ACT. AND THE UNEQUALNESS OF REPORTING DEPRIVES
10 THE AFFORDABLE CARE ACT AND THE SUPREME COURT FROM JUDGMENTS.
11 THANK YOU. 30 MORE SECONDS? THERE'S BUSINESS PROPERTY AND
12 SALES TAX. AND WHEN I SAY CUT A RUG, I DON'T MEAN CUT A RUG
13 AND PUBLIC HEARING IS WHAT WE ALWAYS WENT FOR. AND THERE'S NO
14 WAY YOU COULD GET PAST THAT. PUBLIC HEARINGS TO APPROVE. LIKE
15 I DON'T KNOW, YOU KNOW. THAT WOULD REALLY PINCH MY NERVE TO
16 HAVE. THANK YOU.

17

18 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH FOR YOUR
19 TESTIMONY, MISS PARSONS. THAT CLOSES THE PUBLIC COMMENT ON
20 THOSE ITEMS THAT HAVE BEEN BROUGHT TO OUR ATTENTION. MADAM
21 EXECUTIVE OFFICER.

22

23 **SACHI HAMAI, EXEC. OFFICER:** MR. CHAIRMAN, MEMBERS OF THE
24 BOARD, THE FOLLOWING ITEMS ARE BEFORE YOU. ON ITEM NUMBER S-2,
25 CONTINUE IT ONE WEEK. ON ITEM NUMBER S-3, THIS WILL BE



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1 CONTINUED ONE WEEK. ITEM S-4 WILL BE CONTINUED TWO WEEKS. ITEM
2 1-D IS BEFORE YOU. ITEM NUMBER 3 WILL BE CONTINUED ONE WEEK.
3 ITEM NUMBER 11, 12, 15, 16, 17, 18, 19, 24, 25, 28, 29, 35, 36
4 AND 37 ARE BEFORE YOU.

5

6 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH. AS
7 INDICATED BY THE EXECUTIVE OFFICER, THOSE ITEMS ARE BEFORE US.
8 SUPERVISOR MOLINA MOVES, SUPERVISOR YAROSLAVSKY SECONDS. IF
9 THERE ARE NO OBJECTIONS, PLEASE RECORD A UNANIMOUS VOTE. THANK
10 YOU. NEXT ITEM, PLEASE.

11

12 **SACHI HAMAI, EXEC. OFFICER:** YOU MAY WISH TO GO TO SPECIALS
13 STARTING WITH THE THIRD SUPERVISORIAL DISTRICT.

14

15 **SUP. RIDLEY-THOMAS, CHAIRMAN:** SUPERVISOR YAROSLAVSKY, THE
16 FLOOR IS YOURS.

17

18 **SUP. YAROSLAVSKY:** MR. CHAIRMAN, FIRST I'D LIKE THE BOARD TO
19 ADJOURN IN MEMORY OF JERRY BUSS, THE OWNER OF THE LOS ANGELES
20 LAKERS, BUSINESSMAN, SCIENTIST, PHILANTHROPIST WHO PASSED
21 AWAY.

22

23 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL MEMBERS.

24



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1 **SUP. YAROSLAVSKY:** ALL MEMBERS. PASSED AWAY YESTERDAY MORNING.
2 DR. BUSS WAS A CONSTITUENT OF MINE FOR MANY YEARS. I THINK ALL
3 THAT NEEDS TO BE SAID ABOUT HIM HAS BEEN SAID IN THIS
4 MORNING'S NEWSPAPERS, THE IMPACT HE'S HAD ON PROFESSIONAL
5 BASKETBALL AND ON PROFESSIONAL SPORTS IS LEGION. AND WE WERE
6 FORTUNATE ENOUGH TO HAVE HIM AS OUR OWN HERE IN LOS ANGELES.
7 ALSO WOULD LIKE TO ASK THAT WE ADJOURN IN THE MEMORY OF STEVE
8 ROSMAREN, A LONGTIME COUNTY RESIDENT, AND RESIDENT OF OUR
9 DISTRICT, AND MY APPOINTEE TO THE COUNTY COMMISSION ON
10 VETERANS' AFFAIRS WHO PASSED AWAY LATE LAST WEEK AT THE AGE OF
11 85. HE WAS BORN IN BROOKLYN AND BEGAN HIS MILITARY SERVICE
12 WHEN HE JOINED THE UNITED STATES ARMY AT THE AGE OF 18 JUST
13 AFTER THE END OF WORLD WAR II. SERVING OVERSEAS IN KOREA, HE
14 WAS IN THE ARMY RESERVES FROM 1948 TO 1953. HE LATER MOVED TO
15 CALIFORNIA AND OPENED A TRAVEL AGENCY BUT REMAINED DEVOTED TO
16 SERVING VETERANS. IN ADDITION TO HIS COUNTY SERVICE HE WAS A
17 COMMANDER AND MEMBER OF THE JEWISH WAR VETERANS, AMERICAN
18 LEGION, THE VETERANS HOSPITAL, VETERANS CEMETERY COMMITTEE. HE
19 IS SURVIVED BY TWO DAUGHTERS, JUDY NEWLUN AND SUZIE SMITH, HIS
20 IN-LAWS, NIECES, NEPHEWS AND MANY OTHER FAMILY MEMBERS. STEVE
21 WAS A GREAT PERSONAL FRIEND TO ME AND MY STAFF AND MY OFFICE,
22 WAS A PERSON WITH WHOM WE CONSULTED ON ISSUES RELATED TO
23 VETERANS HOMELESSNESS. AND HE WAS WORKING ON SOME OF OUR
24 VETERANS HOMELESSNESS PROJECTS OUT AT THE WEST L.A. VA ALMOST
25 UNTIL THE DAY HE DIED. HE WILL BE SORELY MISSED. SAM SAMSON, A



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1 LONGTIME COUNTY RESIDENT AND FORMER ASSISTANT BASKETBALL COACH
2 AT FAIRFAX HIGH SCHOOL. HE RECENTLY PASSED AWAY FOLLOWING OPEN
3 HEART SURGERY. SAM IS SURVIVED BY TWO SISTERS, SHIRLEY
4 CHRISTIANSEN, A LONG- TIME MEMBER OF THE COUNTY FAMILY, AND
5 EXECUTIVE ASSISTANT TO THE DIRECTOR OF PUBLIC SOCIAL SERVICES
6 AND LIZ FELDMAN, A NIECE, SHANNA AND TWO NEPHEWS, DANNY AND
7 ZACH. AND FINALLY EVELYNE MELAMET, A LONGTIME RESIDENT OF OUR
8 DISTRICT IN SHERMAN OAKS WHO RECENTLY PASSED AWAY AT THE AGE
9 OF 95. SHE IS SURVIVED BY HER DAUGHTER DR. BERYL GEBER,
10 ASSOCIATE VICE PRESIDENT OF THE JEWISH FEDERATION OF LOS
11 ANGELES. THREE GRANDCHILDREN, JANINE SMITH, JAMES SMITH AND
12 NICHOLAS GEBER AND SIX GREAT GRANDCHILDREN. HANNAH, KATIE AND
13 MICHAEL SMITH AND ANDY, ROBERT AND DANIEL GEBER. THOSE ARE MY
14 ADJOURNING MOTIONS.

15

16 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH, SUPERVISOR.

17

18 **SUP. YAROSLAVSKY:** YOU WERE HOLDING ITEM 2, SO I'LL TAKE IT UP
19 NOW. READY?

20

21 **SUP. RIDLEY-THOMAS, CHAIRMAN:** I AM. PROCEED.

22

23 **SUP. YAROSLAVSKY:** I'M READY TO MOVE IT.

24



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1 **SUP. RIDLEY-THOMAS, CHAIRMAN:** WELL, I'M NOT QUITE READY TO
2 MOVE IT. SO GIVE ME A FEW MOMENTS.

3

4 **SUP. YAROSLAVSKY:** LET'S HOLD IT ON THE DESK AND COME BACK TO
5 IT.

6

7 **SUP. RIDLEY-THOMAS, CHAIRMAN:** FINE. SUPERVISOR KNABE?

8

9 **SUP. KNABE:** CHAIRMAN, I ASK THAT WE ADJOURN IN MEMORY OF
10 MERIAM HELEN CZULEGER, LONGTIME RESIDENT OF LONG BEACH WHO
11 PASSED AWAY RECENTLY. SHE WILL BE MISSED BY ALL WHO KNEW HER.
12 SHE IS SURVIVED BY HER FIVE CHILDREN, STEPHEN, MERIAM, JOAN,
13 SHARON, KAREN, AND 12 GRANDCHILDREN. THOSE ARE MY
14 ADJOURNMENTS.

15

16 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU, SUPERVISOR KNABE.

17

18 **SUP. KNABE:** I DON'T BELIEVE I'M HOLDING ANYTHING.

19

20 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. SUPERVISOR
21 ANTONOVICH.

22

23 **SUP. ANTONOVICH:** MR. CHAIR AND MEMBERS, I'D LIKE TO MOVE THAT
24 WE ADJOURN IN MEMORY OF THE FOLLOWING, ONE WAS A VERY CLOSE
25 FRIEND AND ONE OF OUR COMMUNITY LEADERS IN GLENDALE WAS



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1 MADELINE SARDO WHO PASSED AWAY AT THE AGE OF 95. SHE AND HER
2 HUSBAND, THEY IMMIGRATED TO THE UNITED STATES FROM ITALY MANY
3 YEARS AGO. SHE WAS A CHILD BRIDE AT 14 AND HER HUSBAND WAS I
4 BELIEVE 21, 22, WITH SPECIAL DISPENSATIONS FROM THE BISHOP OF
5 THEIR CHURCH. SHE WENT ON TO HAVE 17 CHILDREN, WHICH 15 ARE
6 STILL SURVIVING TODAY AND MANY, MANY GRANDCHILDREN, GREAT
7 GRANDCHILDREN, GREAT-GREAT GRANDCHILDREN. SHE WAS QUITE
8 INVOLVED WITH THE LOS ANGELES PHILHARMONIC ORCHESTRA
9 ASSOCIATION. SHE TAUGHT CONFRATERNITY CHRISTIAN DOCTRINE AT
10 OUR HOLY FAMILY CATHOLIC CHURCH IN GLENDALE. AND SHE AND HER
11 CHILDREN HAD OWNED SARDO INTERIORS WHICH HER CHILDREN ARE
12 OPERATING TODAY. SHE WAS AT ALL OF THE VARIOUS COMMUNITY
13 EVENTS. SHE WAS A SWEET, SWEET LADY. SHE WAS ABOUT 5 FEET
14 TALL. AND SHE STILL WEIGHED ABOUT 85 POUNDS, HAVING THE 17
15 CHILDREN. REMARKABLE LADY. ALWAYS HAD A SMILE. HER KIDS ARE
16 CARRYING ON HER GREAT TRADITION IN OUR COMMUNITY. MARY MIRABAL
17 , LONGTIME RESIDENT OF ANTELOPE VALLEY PASSED AWAY AT THE AGE
18 OF 85. SHE WORKED THE LOS ANGELES COUNTY HEALTH DEPARTMENT AND
19 WAS QUITE INVOLVED IN THE COMMUNITY. BURTON PAYNE, JR. PASSED
20 AWAY AT THE AGE OF 94. HE HAD WORKED AS AN ENGINEER AND THE
21 FOUNDER OF PASADENA STEEL TREATING AND PAYNE CHEMICAL
22 CORPORATION AND HEAT TREATING SUPPLY. AND HE AND HIS WIFE
23 DORIS WERE QUITE GOOD FRIENDS AND EARLY SUPPORTERS OF MINE AND
24 HE IS SURVIVED BY HIS NIECE, JUDY MOSER. SARA FRANCIS YOUNG
25 PASSED AWAY AT THE AGE OF 82, SHE WAS A 60-YEAR RESIDENT OF



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1 LITTLEROCK AND THE ANTELOPE VALLEY. FRANCES MAXINE LYONS
2 PASSED AWAY AT THE AGE OF 86. SHE WORKED FOR PACIFIC BELL
3 COMPANY AND BERMITE POWDER COMPANY AND OCEAN TECHNOLOGY AN
4 AEROSPACE COMPANY IN BURBANK. SHE WAS QUITE ACTIVE IN THE
5 REPUBLICAN WOMEN'S FEDERATED AND SHE'S SURVIVED BY HER
6 CHILDREN AND HER SISTER. GARY LEE CONRAD, HE WAS A MOTORCYCLE
7 RACER IN THE 50S AND 60S. HE PASSED AWAY AT THE AGE OF 69. WE
8 DID THE ADJOURNMENT FOR JERRY BUSS. JOHN WESLEY BLEWETT PASSED
9 AWAY AT THE AGE OF 84. HE WAS A SPORTS WRITER FOR "THE SEATTLE
10 TIMES" AND VICE PRESIDENT OF THOMAS AQUINAS COLLEGE IN OJAI
11 AND PRESIDENT AND C.E.O. OF THE WANDERER FORUM FOUNDATION.
12 THOMAS AQUINAS IS ONE OF THE GREAT INSTITUTIONS, SMALL
13 COLLEGES IN THE UNITED STATES. HE SERVED TWO YEARS IN THE
14 UNITED STATES ARMY AND SURVIVED BY HIS WIFE BARBARA AND THEIR
15 SEVEN CHILDREN. IS DR. SOUTHARD HERE? DR. SOUTHARD, PLEASE?
16 THIS IS A FOLLOW-UP ON THE MENTALLY ILL SCHIZOPHRENIC
17 INDIVIDUAL WHO WAS HOMELESS AND RECEIVED A VOUCHER THIS PAST
18 WEEK. SO CAN YOU GIVE US A STATUS OF HIS G.R. VOUCHER? AND IS
19 HE ACCEPTING MENTAL HEALTH TREATMENT?

20

21 **DR. MARVIN SOUTHARD:** SUPERVISOR, AS I FOLLOWED UP ON THE CASE,
22 I WAS ABLE TO FIND OUT THAT THE MENTAL HEALTH STAFF FROM
23 ARCADIA MENTAL HEALTH HAD BEEN WORKING WITH THIS CLIENT AND
24 THE CHURCH VOLUNTEERS SINCE LAST NOVEMBER. AND IT HAS BEEN A
25 LONG EFFORT TO TRY TO GET HIM TO APPLY FOR FOOD STAMPS AND



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1 G.R. AND SO THE APPLICATION PROCESS WAS ONE THAT WE HELPED
2 INITIATE AND WAS ACTUALLY A MAJOR BREAKTHROUGH TO GET HIM TO
3 APPLY. HE HAS A MENTAL HEALTH APPOINTMENT SCHEDULED FOR NEXT
4 MONDAY. WE INQUIRED IF IT WOULD BE BETTER TO BRING HIM IN
5 EARLY THIS WEEK FOR A MENTAL HEALTH APPOINTMENT, AND THE TEAM
6 AT ARCADIA BELIEVED THAT SINCE HE IS VERY PARANOID AND NOT
7 VERY TRUSTFUL OF GOVERNMENTAL ORGANIZATIONS, PROBABLY THE BEST
8 COURSE WOULD BE TO LET THE CHURCH VOLUNTEERS BRING HIM IN TO
9 THE APPOINTMENT THAT'S SCHEDULED FOR NEXT MONDAY.

10

11 **SUP. ANTONOVICH:** WHEN A PERSON IS SCHIZOPHRENIC AND MENTALLY
12 ILL, HAVING THEM GO THROUGH THE PROCESS OF FOOD STAMPS,
13 VOUCHERS, SEEK EMPLOYMENT WHEN THEY REALLY NEED THAT MEDICAL
14 ATTENTION, WHY ISN'T THERE A COORDINATED EFFORT WHERE WITH THE
15 TIME OF THE VOUCHER, FOOD STAMPS, THAT THE MENTAL HEALTH
16 TREATMENT IS IN PLACE?

17

18 **DR. MARVIN SOUTHARD:** SUPERVISOR, MY UNDERSTANDING IS THAT THE
19 EFFORT WAS TO HAVE HIM BE WILLING TO ACCEPT THE MENTAL HEALTH
20 TREATMENT AND THE MENTAL HEALTH APPOINTMENT, AND THAT WAS
21 REALLY WHAT THE ISSUE WAS. HE DID NOT MEET THE CRITERIA FOR
22 INVOLUNTARY TREATMENT. AND SO OUR EFFORT WAS TO TRY TO HAVE
23 HIM ACCEPT TREATMENT. AND WE BELIEVE THAT WORKING WITH THE
24 CHURCH VOLUNTEERS, WE'VE BEEN ABLE TO GET HIM TO BE WILLING TO
25 ACCEPT THAT VOLUNTARY TREATMENT.



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1

2 **SUP. ANTONOVICH:** OKAY. IT IS MY UNDERSTANDING THAT HE WAS
3 WILLING TO ACCEPT THAT TREATMENT WHEN THEY TOOK HIM A WEEK AGO
4 FRIDAY TO THE D.P.S.S. OFFICE, BUT MIKE ASKED THE C.E.O., WHAT
5 TYPE OF COORDINATION DO YOU HAVE IN IMPLEMENTING TO ENSURE
6 THAT THE DEPARTMENTS THAT HANDLE HOMELESS AND MENTAL HEALTH
7 ISSUES ARE NOT WORKING IN INDEPENDENT SILOS BUT WORKING IN
8 CONCERT SO WE DON'T LOSE THESE INDIVIDUALS?

9

10 **DR. MARVIN SOUTHARD:** SUPERVISOR, THE WAY THAT WE'VE PUT THAT
11 TOGETHER IS THAT WE HAVE MENTAL HEALTH STAFF STATIONED AT EACH
12 OF THE GENERAL RELIEF OFFICES. AND SO THE GOAL THERE IS THAT
13 WHENEVER SOMEBODY EITHER REVEALS THAT THEY HAVE A MENTAL
14 HEALTH ISSUE OR IF THEY END UP SHOWING SIGNS THAT THEY NEED A
15 MENTAL HEALTH EVALUATION BECAUSE HOW THEY PRESENT TO THE
16 D.P.S.S. WORKER, THEY'RE REFERRED TO THE ONSITE MENTAL HEALTH
17 CLINICIAN FOR AN EVALUATION. THAT MENTAL HEALTH CLINICIAN AT
18 THE G.R. SITE DOES NOT PROVIDE ONGOING TREATMENT, BUT IT'S
19 THAT PERSON'S JOB TO LINK THEM UP WITH AN ONGOING TREATMENT AT
20 EITHER ONE OF OUR DIRECTLY-OPERATED RESOURCES OR A COMMUNITY
21 AGENCY THAT WE PROVIDE TREATMENT WITH. SO WE HAVE STAFF IN THE
22 G.R. SITES SPECIFICALLY TO COORDINATE THE CARE FOR THESE
23 HOMELESS INDIVIDUALS AND MOVE THEM INTO ONGOING TREATMENT. WE
24 ALSO HAVE SOME COLLOCATED -- WE HAVE SOME TEAMS THAT ARE MADE
25 UP OF MENTAL HEALTH STAFF, SUBSTANCE ABUSE AND HEALTH SERVICE



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1 STAFF THAT ARE A MOBILE PROJECT THAT GO OUT AND TRY TO DO
2 OUTREACH TO HOMELESS INDIVIDUALS BECAUSE AS YOU ARE VERY MUCH
3 AWARE, A LOT OF TIMES THE HOMELESS INDIVIDUALS DON'T WANT
4 MENTAL HEALTH TREATMENT. AND THEY CERTAINLY, MANY TIMES, DON'T
5 WANT SUBSTANCE ABUSE TREATMENT. BUT OFTENTIMES THEY DO WANT
6 PHYSICAL HEALTH TREATMENT. AND WHAT WE FOUND IS THAT BY HAVING
7 A MOBILE TEAM THAT'S CAPABLE OF OUTREACHING THE THREE TOGETHER
8 IN THE CONTEXT OF RECEIVING THE MEDICAL TREATMENT THAT THEY
9 MAY DESIRE, THEY'RE MORE OPEN TO RECEIVING THE MENTAL HEALTH
10 TREATMENT THAT THEY MAY NEED.

11

12 **SUP. ANTONOVICH:** YOU DID NOT CONSIDER THERE IS A TIME LAG,
13 TIME DELAY BETWEEN THE TIME OF HOUSING AND MEDICAL TREATMENT
14 THAT THAT INDIVIDUAL WOULD NOT WANDER OFF AND NOT BE SEEN FROM
15 AGAIN?

16

17 **DR. MARVIN SOUTHARD:** GENERALLY, SUPERVISOR, WE ARE VERY
18 TIGHTLY COORDINATED WITH THE HOUSING PLACEMENT AND THE MENTAL
19 HEALTH TREATMENT. IN FACT, SUPERVISOR, IN MOST CASES, WE HAVE
20 ON SITE SUPPORTIVE SERVICES WHERE WE PLACE PEOPLE IN A HOUSING
21 FACILITY IN THE PERMANENT SUPPORTIVE HOUSING KIND OF RESOURCES
22 AT LEAST.

23



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1 **SUP. ANTONOVICH:** BUT I'M TALKING ABOUT THE MEDICAL TREATMENT
2 THAT GOES ALONG WITH THE HOUSING, NOT JUST PUTTING A PERSON IN
3 HOUSING WITHOUT THE TREATMENT.

4

5 **DR. MARVIN SOUTHARD:** YES, SUPERVISOR, THAT'S WHAT I'M SAYING.
6 IN MANY CASES, WE HAVE ON-SITE MENTAL HEALTH SERVICES
7 AVAILABLE IN THE HOUSING FACILITIES. THAT'S A PART OF THE
8 DESIGN.

9

10 **SUP. ANTONOVICH:** THE AEROJET FACILITY, DOES IT HAVE THAT TYPE
11 OF MENTAL HEALTH TREATMENT?

12

13 **DR. MARVIN SOUTHARD:** I'M NOT FAMILIAR WITH THE AEROJET
14 FACILITY.

15

16 **SUP. ANTONOVICH:** THE ONE HE WAS PLACED IN AT BALDWIN PARK.
17 IT'S A VERY NICE FACILITY. IT'S MORE OF A RESIDENTIAL, IT'S
18 NOT A TREATMENT FACILITY.

19

20 **DR. MARVIN SOUTHARD:** SUPERVISOR, THE ONES I'M TALKING ABOUT
21 ARE THE PERMANENT SUPPORTIVE HOUSING RESOURCES.

22

23 **SUP. ANTONOVICH:** I'M TALKING ABOUT THIS INDIVIDUAL AND THIS
24 INDIVIDUAL WOULD BE AN EXAMPLE OF OTHER INDIVIDUALS WHO HAVE
25 THE SAME SCHIZOPHRENIC CONDITION. MY CONCERN IS HE DID NOT



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1 RESPOND WHEN WE TRIED TO MAKE CONTACT IN SEPTEMBER. HE DID
2 RESPOND TWO WEEKS AGO WHEN HE SAID HE WOULD TAKE THE
3 TREATMENT. THEN THEY STARTED THE PROCESS OF GETTING HIM
4 SHELTER. AND THEN HE WAS REFERRED WITH A VOUCHER, TOLD TO COME
5 BACK. HE DID COME BACK AND THEY EXTENDED THAT VOUCHER AS A
6 RESULT OF LAST WEEK'S HEARING.

7

8 **DR. MARVIN SOUTHARD:** THE VOUCHERS, SUPERVISOR, ARE IN D.P.S.S.

9

10 **SUP. ANTONOVICH:** BUT I'M TALKING ABOUT WE NEED TO HAVE A
11 SEAMLESS SYSTEM. THE MENTALLY ILL, D.P.S.S. WORKING IN CONCERT
12 WITH TREATMENT, HOUSING AND THE FOOD STAMP.

13

14 **C.E.O. FUJIOKA:** WHAT DR. SOUTHARD HAD MENTIONED IS HE DOES
15 HAVE STAFF STATIONED AT D.P.S.S. ONE PROBLEM, AND I'M BY FAR
16 NOT THE MENTAL HEALTH PROFESSIONAL, BUT MY PERSONAL
17 EXPERIENCE, WHEN YOU HAVE THOSE WITH SCHIZOPHRENIA, WE CAN'T
18 COMPEL SOMEONE TO TAKE.

19

20 **SUP. ANTONOVICH:** ABSOLUTELY RIGHT. BUT HE DID THEN WANT. AT
21 THAT MOMENT IN TIME I'M SAYING. SO AFTER THE SEPTEMBER UNTIL
22 THIS PAST WEEK OR TWO, THERE'S BEEN A CHANGE AND HE'S WILLING
23 TO COME FORWARD. THEN THERE'S A LAG TIME. IT WOULD SEEM, IN MY
24 OPINION, THAT THE AGENCIES WOULD BE WORKING IN CONCERT SO WHEN
25 THE INDIVIDUAL MAKES THAT DECISION, WE GO INTO TREATMENT WITH



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1 HOUSING, FOOD STAMPS AS ONE UNIT INSTEAD OF SEPARATE SILOS.
2 THAT'S MY FRUSTRATION. AND I RAISE THAT ISSUE BECAUSE I'VE
3 SEEN THIS. AND IF I'M SEEING IT, I KNOW THERE ARE OTHER
4 INDIVIDUALS, OTHER FAMILY MEMBERS, OTHER CONCERNED CITIZENS
5 WHO HAVE THE SAME RESPONSE. SO I'M TRYING TO SEE HOW WE
6 DEVELOP A SEAMLESS APPROACH. THAT'S WHERE MY CRITICISM AND
7 QUESTIONS ARE COMING FROM.

8

9 **C.E.O. FUJIOKA:** I THINK THAT'S EXACTLY WHY WE PLACE MENTAL
10 HEALTH STAFF AT THESE ENTITIES. BUT GIVEN THAT CONCERN, WE CAN
11 GIVE YOU MORE INFORMATION, REPORT BACK ON HOW WE ADMINISTER
12 THOSE PROGRAMS AT D.P.S.S.

13

14 **SUP. ANTONOVICH:** REPORT BACK WHERE WE COORDINATE THE MEDICAL
15 TREATMENT WITH THE HOUSING AND FOOD STAMPS SO IT'S ONE
16 SEAMLESS APPROACH.

17

18 **C.E.O. FUJIOKA:** WE'LL DO THAT.

19

20 **SUP. ANTONOVICH:** HAVE A REPORT BACK ON THAT.

21

22 **C.E.O. FUJIOKA:** THANK YOU, SIR.

23

24 **SUP. ANTONOVICH:** THANK YOU FOR THAT. ON THE QUESTION THAT CAME
25 OUT LAST WEEK IN A REPORT ON CHILD FATALITIES, WHICH I SAY WAS



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1 A VERY RESPONSIBLE PIECE OF REPORTING, WE CHECKED INTO SOME OF
2 THE PROBLEMS. THERE ARE WORK RULES ISSUES. AND I WOULD LIKE TO
3 ASK IF WE COULD DIRECT THE C.E.O. TO REPORT BACK IN 30 DAYS ON
4 WORK RULES AND CIVIL SERVICE RULES THAT PROHIBIT -- OR
5 HANDICAP THE DEPARTMENT FROM MAKING THE NECESSARY CHANGES IN
6 ADDRESSING THE CARE OF THOSE CHILDREN UNDER THE DEPARTMENT OF
7 CHILDREN AND FAMILY SERVICES. THE CRITERIA FOR PROMOTION TO A
8 SUPERVISING SOCIAL WORKER WAS DOWNGRADED FROM SEVEN YEARS TO
9 THREE YEARS, AND HERE YOU HAVE AN INDIVIDUAL WITH ONLY THREE
10 YEARS OF WORK EXPERIENCE IS NOW ALLOWED TO MANAGE A TEAM. THEY
11 DON'T HAVE THAT EXPERIENCE WHICH THEY HAD BEFORE. ANOTHER
12 PROVISION MAKES IT DIFFICULT TO RETAIN SEASONED CHILD SOCIAL
13 WORKERS BECAUSE THE DEPARTMENT MUST TRANSFER ANY EMPLOYEE WHO
14 WANTS TO TRANSFER FROM ONE OFFICE OR ASSIGNMENT. BUT HAVING A
15 C.E.O. COME BACK WITH A LIST OF RECOMMENDATIONS HOW WE CAN
16 ADDRESS THIS ISSUE TO THE BOARD OF SUPERVISORS IN 30 DAYS, MR.
17 CHAIRMAN. I MAKE THAT REQUEST.

18
19 **SUP. RIDLEY-THOMAS, CHAIRMAN:** DULY NOTED AS INSTRUCTION.
20 WITHOUT OBJECTION TO THE C.E.O. AS A REPORT BACK.

21
22 **SUP. ANTONOVICH:** AND THEN, MR. CHAIRMAN, ITEM NUMBER 27. ON
23 ITEM NUMBER 27, MR. FUJIOKA, I UNDERSTAND YOU'RE WORKING ON A
24 PLAN, A JAIL PLAN THAT YOU'RE GOING TO BRING BACK TO OUR
25 BOARD. AND I WOULD LIKE THAT PLAN TO INCLUDE A DETAILED REPORT



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1 ON MIRA LOMA. AS YOU KNOW, THE SHERIFF MADE A REPORT ON MIRA
2 LOMA IN DECEMBER THAT THE COST WOULD BE APPROXIMATELY 500,000
3 DOLLARS AND AN OPERATING COST OF APPROXIMATELY 25 MILLION
4 DOLLARS FOR THE CAPITAL COSTS. AND I UNDERSTAND THAT YOU
5 DISAGREE WITH THAT CAPITAL COST. SO COULD YOU PROVIDE
6 ESTIMATES AND WHY AND WHERE YOU DISAGREE SO THAT THE BOARD
7 WOULD HAVE THAT INFORMATION?

8

9 **C.E.O. FUJIOKA:** YES, SIR.

10

11 **SUP. ANTONOVICH:** WHEN YOUR REPORT COMES BACK TO US.

12

13 **C.E.O. FUJIOKA:** WE'LL MAKE SURE THAT'S PART OF OUR OVERALL
14 REPORT BACK.

15

16 **SUP. ANTONOVICH:** THANK YOU FOR THAT. AND THEN ON ITEM 40-A,
17 MR. CHAIRMAN, I WOULD JUST DIVIDE THE QUESTION RELATIVE TO 1,
18 2, 4 AND 5. I WOULD SUPPORT ITEM 3 BUT OPPOSE THE OTHER 1, 2,
19 4, 5. THE QUESTION IS: WILL ANY PLAN DEVELOPED UNDER ACTION
20 ITEM 4 BE RETURNED TO THE BOARD FOR APPROVAL? AND WHAT IS THE
21 PROJECTED TIMELINE TO COMPLETE THAT TASK, MR. FUJIOKA?

22

23 **C.E.O. FUJIOKA:** WE WOULD ABSOLUTELY COME BACK TO THE BOARD FOR
24 APPROVAL. I CAN'T TELL YOU AT THIS POINT IN TIME A DEFINITIVE
25 TIME PERIOD. BUT THIS IS MOVING QUICKLY. AND WE FEEL IT'S



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1 IMPORTANT THAT AS A COUNTY, WE STATE OUR POSITION, ESPECIALLY
2 WITH RESPECT TO THE POTENTIAL OF LOSING VALUABLE FUNDS THAT
3 SUPPORT OUR SAFETY NET PROGRAM.

4

5 **SUP. ANTONOVICH:** THANK YOU.

6

7 **C.E.O. FUJIOKA:** WITH RESPECT TO 27, JUST BRIEFLY, IT WAS GOING
8 TO BE OUR REQUEST TO REFER THAT MATTER BACK. AND THEN WE COULD
9 ADDRESS THAT PROPOSAL AS NECESSARY IN OUR OVERALL REPORT.

10

11 **SUP. ANTONOVICH:** FINE.

12

13 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. SO 27 IS TO BE
14 RETURNED TO THE C.E.O.'S OFFICE. AND WITH RESPECT TO 40-A, DR.
15 KATZ, I BELIEVE, IS HERE. AND IT MIGHT BE USEFUL FOR HIM TO
16 OFFER HIS INSIGHTS ON THIS ISSUE WHICH COMES AS A RESULT OF
17 OUR DELIBERATION AND OUR BEST THINKING AS TO HOW WE CAN
18 PROTECT THE INTERESTS OF THE COUNTY BUT MORE TO THE POINT
19 ENSURE THAT WE CAN CONTINUE TO PROVIDE THE QUALITY AND
20 QUANTITY OF CARE FOR OUR CONSTITUENTS AND RESIDENTS. IT MIGHT
21 BE USEFUL FOR THE BOARD TO BENEFIT FROM A BRIEF PRESENTATION
22 FROM DR. KATZ ON THE MATTER AT HAND. SUPERVISOR KNABE?

23



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1 **SUP. KNABE:** I SUPPORT THIS MOTION. ON ITEM 4, THOUGH, THAT
2 PIECE ABOUT POTENTIAL FUTURE COSTS AND WORKING WITH STATE DEBT
3 WOULD COME BACK TO THE BOARD?

4

5 **SUP. RIDLEY-THOMAS, CHAIRMAN:** OH YES. DR. KATZ, PLEASE
6 PROCEED.

7

8 **DR. MITCHELL KATZ:** YES. MR. CHAIR, MEMBERS OF THE BOARD, THANK
9 YOU VERY MUCH. I WANT TO REPORT THAT WITH OUR CHAIR, WE MADE A
10 NUMBER OF VISITS LAST WEEK IN SACRAMENTO. AND I MADE SEVERAL
11 VISITS ON OTHER DAYS. AND WILL CONTINUE IN SACRAMENTO WITH MR.
12 MARGOLIN REPRESENTING THE COUNTY, MAKING IT CLEAR THAT WE FEEL
13 THAT NO RE-ALIGNMENT MONEY CAN BE GIVEN UP BECAUSE WE NEED
14 THAT MONEY TO CONTINUE TO TAKE CARE OF THOSE PEOPLE WHO WILL
15 REMAIN UNINSURED AFTER HEALTH REFORM ACTUALLY IS IMPLEMENTED.
16 WE DO NOT BELIEVE THAT THE SECOND OPTION OF THE COUNTY SYSTEM
17 IS FEASIBLE. AND, IN FACT, JUST TODAY, MR. MARGOLIN AND I WERE
18 LOOKING AT THE REPORT OF THE STATE L.A.O. THAT HAD A VERY
19 INSIGHTFUL STATEMENT SAYING "EXACTLY HOW WOULD YOU CREATE
20 THESE 58 DIFFERENT MEDI-CAL SYSTEMS WHEN SOME OF THE COUNTIES
21 NOT INTERESTED IN THE LOW INCOME HEALTH PROGRAM"? A VERY GOOD
22 QUESTION, INDEED. IT IS SIMPLY NOT FEASIBLE. IT'S NOT GOING TO
23 HAPPEN. AND SO WE CONTINUE TO BRING THAT MESSAGE TO MEMBERS.
24 AND THEN, FINALLY, WE CONVEY THAT THE COUNTY DOES VALUE VERY
25 MUCH THE MEDICAID EXPANSION AND THE INCREASE IN COVERAGE AND



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1 THAT WE ARE WILLING TO NEGOTIATE AND TALK TO THEM ABOUT WHAT
2 THEIR TRUE COSTS IN THE OUT YEARS ARE OF THE MEDICAID
3 EXPANSION. YOU'LL REMEMBER THAT IT COST THE STATE ZERO, ZERO
4 AND ZERO IN THE FIRST THREE YEARS. IT COSTS THEM 5 PERCENT IN
5 ONGOING YEARS. AND IN SOME AREAS, THE STATE ACTUALLY SAVES
6 MONEY DUE TO THE A.C.A. SO WE WILL CONTINUE THOSE THREE
7 CRITICAL POINTS IN YOUR LETTER AND IN OUR INTERACTIONS WITH
8 MEMBERS OF THE LEGISLATURE. THANK YOU.

9

10 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH DR. KATZ.
11 MEMBERS, ARE THERE ANY OTHER QUESTIONS ON THIS ITEM? MAY I
12 SIMPLY MAKE THE POINT IT IS A MATTER OF SOME URGENCY IN LIGHT
13 OF THE FACT THAT WE HAVE LEARNED THAT THINGS ARE MOVING. AND
14 WE DO NOT WISH TO BE, FOR LACK OF A BETTER CHARACTERIZATION,
15 CAUGHT SHORT WITH RESPECT TO THE ADVOCACY THAT WE BELIEVE
16 NEEDS TO BE IN PLACE IN ORDER TO PROTECT THE COUNTY'S INTEREST
17 AND MORE THE POINT OF THE RESIDENTS WHO DEPEND ON THESE
18 CRUCIAL HEALTH SERVICES. IF THERE'S NO FURTHER DISCUSSION ON
19 THIS ITEM, LET'S, THEN, MOVE FORWARD WHERE THERE ARE POINTS OF
20 STIPULATION BY MR. ANTONOVICH AS TO WHAT HE HAD SOME
21 UNREADINESS ABOUT? SHOULD WE CHOOSE TO CONVERT HIM IN PUBLIC?
22 MR. CHAIRMAN?

23

24 **SUP. RIDLEY-THOMAS, CHAIRMAN:** SUPERVISOR YAROSLAVSKY.

25



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1 **SUP. YAROSLAVSKY:** BEFORE YOU GO ON WITH THIS, I JUST WANT TO
2 MAKE SURE THAT BOTH OF YOU CONTINUE TO BRIEF US INDIVIDUALLY
3 DIRECTLY AT EVERY STEP OF THE WAY IN A TIMELY FASHION. I
4 EXPECT THAT. MY STAFF EXPECTS IT. SO I WOULD LIKE YOU TO
5 CONTINUE TO PROVIDE US WITH TIMELY BRIEFINGS ON WHAT'S GOING
6 ON, ANY WAY IN WHICH WE CAN HELP IN THE EFFORT, WE NEED TO
7 HAVE TIMELY ADVICE ON THESE.

8

9 **DR. KATZ:** YES, SIR, THANK YOU.

10

11 **SUP. RIDLEY-THOMAS, CHAIRMAN:** POINT WELL MADE. AND IT SHOULD
12 BE MADE KNOWN TO THE ENTIRETY OF THE BOARD THAT IT HAS BEEN MY
13 SUGGESTION THAT EFFORTS BE ORGANIZED FOR EACH OF US TO TAKE UP
14 THIS EFFORT BY WAY OF ADVOCACY IN SACRAMENTO SO THAT THE
15 LEGISLATURE WILL -- MEMBERS OF THE SENATE AS WELL AS MEMBERS
16 OF THE ASSEMBLY KNOW THAT THIS IS OF HIGH PRIORITY FOR US. NOT
17 ONLY THAT, BUT THE GOVERNOR'S OFFICE NEEDS TO HEAR FROM US, AS
18 WELL. WHEN WE WERE THERE, WE MET WITH BOTH HOUSES AND ITS
19 LEADERS. AND WE WERE PLEASED WITH THEIR RESPONSES TO OUR
20 OVERTURES. WE HAVE A LOT OF WORK TO DO, MEMBERS OF THE BOARD.
21 AND OUR EFFORTS DO NECESSARILY NEED TO BE DIRECTED AT THE
22 EXECUTIVE BRANCH OF GOVERNMENT WITH SOME IMMEDIACY. AND SO TO
23 THE C.E.O., THE POINT BEING MADE OF REGULAR, CONSISTENT
24 FEEDBACK ON THIS IS OF CRITICAL IMPORTANCE. WE CAN'T STATE
25 THAT STRONGLY ENOUGH. AND BY REQUEST OR INSTRUCTION OF THE



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1 CHAIR, LET'S BEGIN TO ORGANIZE THE TIME THAT MEMBERS OF THE
2 BOARD, AT THEIR CONVENIENCE AND OTHERWISE, WILL DO THE
3 ADVOCACY THAT IS REQUIRED IN SACRAMENTO IN A COORDINATED WAY.
4 AND SO IF YOUR STAFF CAN MEET WITH VINTON HARRIS OF MY STAFF
5 TO BEGIN TO LAY THAT OUT WITH THE OTHER CHIEF DEPUTIES, THAT'S
6 GOING TO BE CRITICAL. AND I WOULD HOPE THAT THAT PLAN COULD BE
7 ORGANIZED AT LEAST BY WEEK'S END. ALL RIGHT? ANYTHING FURTHER?
8 WE NOTE SUPERVISOR ANTONOVICH'S REQUEST TO BE OFF ON CERTAIN
9 ITEMS. THEY HAVE BEEN NOTED, HAVE THEY NOT, MADAM OFFICER?

10

11 **SACHI HAMAI, EXEC. OFFICER:** THEY HAVE. WE NEED TO MOVE THE
12 MOTION.

13

14 **SUP. RIDLEY-THOMAS, CHAIRMAN:** IT'S BEEN MOVED BY SUPERVISOR
15 ANTONOVICH. SECONDED BY SUPERVISOR KNABE. AND HIS ABSTENTIONS
16 ARE APPROPRIATELY NOTED.

17

18 **SACHI HAMAI, EXEC. OFFICER:** SO THAT WOULD BE FOR ONLY ITEM
19 NUMBER 3 AND WE NEED ANOTHER MOTION FOR THE REMAINING ITEMS?

20

21 **SUP. YAROSLAVSKY:** I'LL MOVE THE REST.

22

23 **SUP. RIDLEY-THOMAS, CHAIRMAN:** IT'S BEEN PROPERLY MOVED AND
24 SECONDED. AND THAT WILL BE THE ORDER. THANK YOU VERY MUCH.

25



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1 **SACHI HAMAI, EXEC. OFFICER:** AND ALSO ON ITEM NUMBER 27, I KNOW
2 THIS ITEM IS BEING REFERRED BACK, CAN WE HAVE A MOTION TO
3 REFER IT BACK?

4

5 **SUP. YAROSLAVSKY:** SO MOVED.

6

7 **SUP. RIDLEY-THOMAS, CHAIRMAN:** IT'S BEEN MOVED. SECONDED BY
8 MOLINA. THEN THAT WILL BE THE ORDER.

9

10 **SACHI HAMAI, EXEC. OFFICER:** THANK YOU.

11

12 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU. ALL RIGHT. SUPERVISOR
13 MOLINA, THE FLOOR IS YOURS IF YOU HAVE ADJOURNING MOTIONS?
14 THANK YOU.

15

16 **SUP. MOLINA:** I'D LIKE TO ASK IF ALL MEMBERS WOULD JOIN ME IN
17 ADJOURNING IN THE MEMORY OF MANUEL ROJAS, HE WAS THE OWNER OF
18 EL TEPEYAC, ONE OF OUR MOST FAMOUS AND BELOVED LOCAL
19 RESTAURANTS. AS MANY OF YOU MAY KNOW, THE EAST SIDE
20 ESTABLISHMENT IS HOME TO THE FAMOUS HOLLENBECK BURRITO. NAMED
21 BY THE HOLLENBECK DIVISION POLICE OFFICERS WHO HAVE DINED AT
22 THAT RESTAURANT SINCE ITS OPENING IN 1955. EL TEPEYAC IS ONE
23 OF SOUTHERN CALIFORNIA'S MOST POPULAR EATERIES AND IS A
24 FAVORITE AND FAMILIAR INSTITUTION FOR GENERATIONS OF MANY OF
25 OUR LOCAL FAMILIES. WE WANT TO EXTEND OUR CONDOLENCES,



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1 THOUGHTS AND PRAYERS TO THE ENTIRE ROJAS FAMILY. I'D ALSO LIKE
2 TO ASK THAT WE ADJOURN IN MEMORY OF ZEFERINO SAAVEDRA, THE
3 BELOVED FATHER OF LONG TIME COMMUNITY ACTIVIST BERTA SAAVEDRA.
4 HE WAS A LONGTIME SAN GABRIEL VALLEY RESIDENT AND LIVED TO THE
5 REMARKABLE AGE OF 100. WE WANT TO SEND ALSO TO THE FAMILY OUR
6 HEARTFELT CONDOLENCES. THOSE ARE MY ADJOURNMENTS.

7

8 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. THANK YOU VERY MUCH,
9 SUPERVISOR MOLINA, FOR THOSE ADJOURNING MOTIONS. MAY I OFFER
10 THREE ADJOURNING MOTIONS? THEY ARE AS FOLLOWS. KEITH
11 CONCEPCION WHO PASSED ON THIS PAST WEEKEND AS A RESULT OF A
12 HIT-AND-RUN ACCIDENT ON THE HARBOR FREEWAY. KEITH RECENTLY
13 COMPLETED HIS COLLEGE EDUCATION. AS FATE WOULD HAVE IT, HE WAS
14 SCHEDULED TO HAVE AN INTERVIEW ON THIS VERY DAY, TODAY, THAT
15 IS, FOR THE PURPOSE OF TAKING A TEACHING POSITION IN ONE OF
16 OUR LOCAL SCHOOL DISTRICTS. SO IT IS WITH A GREAT DEGREE OF
17 SADNESS THAT WE ANNOUNCE HIS DEATH. WE WILL BE BRINGING
18 FORWARD A REWARD MOTION. THE MATTER OF HIT-AND-RUN IS HARDLY
19 ANYTHING TO BE TAKEN LIGHTLY. THE MESSAGE OF THIS BOARD NEEDS
20 TO BE COMMUNICATED WITH STRENGTH AND CONSISTENCY IN THIS
21 MATTER. HE LEAVES TO MOURN HIS PASSING LAVERNE AND WAYNE
22 KIMBLE, AND A HOST OF FAMILY AND FRIENDS WHO WILL MISS HIM
23 VERY DEARLY. THEN, MEMBERS OF THE BOARD, YOU MAY WISH TO JOIN
24 AS I ADJOURN IN MEMORY OF AMPARO ROBLES ARVIZU, BORN JULY 21,
25 1923 AND PASSED ON FEBRUARY 15, 2013 AT THE AGE OF 89. BORN IN



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1 MEXICO. HER FAMILY IMMIGRATED TO THE UNITED STATES. BECAME A
2 U.S. CITIZEN AT THE AGE OF 31. RESIDENT OF THIS COUNTY.
3 MARRIED TO RICHARD FOR 52 YEARS. THEY HAD SIX CHILDREN. SHE
4 WILL BE REMEMBERED FOR HER LOVE OF HER CHILDREN, WHO MADE HER
5 VERY PROUD. SHE IS SURVIVED BY HER DAUGHTERS YOLANDA AND
6 KATHY, SON-IN-LAW DR. ARTURO DELGADO, OUR SUPERINTENDENT OF
7 SCHOOLS, AND A WHOLE FAMILY WHO WILL MISS HER VERY DEARLY. I
8 ASK THAT ALL MEMBERS JOIN ME IN THAT ADJOURNMENT. THEN FINALLY
9 MINISTER JAMES KEVIN MURRAY, BORN APRIL 1962 AND PASSED
10 FEBRUARY 18TH OF THIS YEAR WAS THE MINISTER AT THE ALONDRA
11 CHURCH OF CHRIST IN COMPTON AND SERVED THERE FOR SOME 37
12 YEARS. MR. MURRAY ALSO RECEIVED HIS BACHELOR'S DEGREE IN
13 POLITICAL SCIENCE AT U.C.L.A. AND MASTER'S DEGREE IN EDUCATION
14 AT CAL STATE DOMINGUEZ. HE WAS A DOCTORAL CANDIDATE AT
15 PEPPERDINE UNIVERSITY. HE WAS THE ASSISTANT PRINCIPAL AT
16 LYNWOOD HIGH SCHOOL FOR 10 YEARS AND SERVED AS AN EDUCATOR FOR
17 OVER 27 YEARS. HE WAS AN ACTIVE MEMBER OF THE EMPOWERMENT
18 CONGRESS LEADERSHIP COUNCIL AND THE LEADERSHIP TRAINING
19 INSTITUTE. MR. MURRAY WILL BE REMEMBERED FOR HIS LOVE FOR
20 EDUCATION, RELIGION, TECHNOLOGY, POLITICS AND RUNNING
21 MARATHONS. HE IS SURVIVED BY HIS WIFE LINDA, CHILDREN JAMES,
22 JASON, JESSICA AND HIS MOTHER DARLENE. HE WILL BE MISSED BY
23 ALL OF US FOR WHAT HE ATTRIBUTED TO THE COMMUNITY AND HIS
24 FAMILY WILL SURELY MISS HIS PASSING. THIS WAS A CASE OF SUDDEN
25 DEATH. MANY OF US ARE STILL SHOCKED BY IT ALL. THAT CONCLUDES



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1 MY ADJOURNING MOTIONS. MADAM EXECUTIVE OFFICER, THERE ARE TWO
2 ITEMS THAT I THINK I'M HOLDING? IS THAT NOT CORRECT?

3

4 **SACHI HAMAI, EXEC. OFFICER:** ACTUALLY, THERE ARE THREE ITEMS.
5 ITEMS NUMBER 2, 6 AND 14.

6

7 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. WITH RESPECT TO ITEM
8 NUMBER 2 AS A RESULT OF CONSULTATION WITH THE MAKER OF THAT
9 MOTION, WE'RE GOING TO CONTINUE THAT ITEM FOR ONE WEEK. AND
10 I'LL TAKE IT UP AT THAT POINT IN TIME. ALL RIGHT, 6?

11

12 **SACHI HAMAI, EXEC. OFFICER:** ITEM NUMBER 6?

13

14 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ITEM NUMBER 6 IS ESSENTIALLY AN
15 UPDATE, THAT IS AN AMENDMENT TO THE MATTER THAT I READ IN LAST
16 WEEK AND JUST SEEKS TO CLARIFY THE AUDIT OF THE SALE OF POLICE
17 EQUIPMENT TO THE CITY OF GARDENA AND THE TRANSFER TO CAMBODIA.
18 I TRUST THAT MEMBERS HAVE IT FOR THEIR CONSIDERATION AND
19 DISPOSITION. IT IS BEFORE US. I THINK THERE ARE A FEW
20 TIGHTENING PIECES, JUST ADDED THE O.I.R. TO LOOK AT IT, AS
21 WELL. AND FORM AND SUBSTANCE IN TERMS OF THE LEGALITY OF THE
22 MATTER. THANKS. ALL RIGHT? NOTHING MORE SUBSTANTIVE THAN THAT.
23 YES, WE DID. IT WAS INTRODUCED AND READ IN LAST WEEK. ALL
24 RIGHT? ANY QUESTIONS OR COMMENTS BEYOND THAT? SUPERVISOR
25 YAROSLAVSKY MOVES. SUPERVISOR MOLINA SECONDS. WITHOUT



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1 OBJECTION, THAT WILL BE THE ORDER. ITEM NUMBER 14 IS A MATTER
2 PERTAINING TO A D.H.S. FACILITIES AND TRANSITION. AND THIS
3 SIMPLY CHOOSES TO AFFORD THE DIRECTOR OF HEALTH SERVICES THE
4 AUTHORITY TO EXECUTE AN AMENDMENT TO THE AGREEMENT AND CHANGE
5 NONSUBSTANTIVE TERMS AND CONDITIONS. THIS WILL, IN MANY
6 RESPECTS, FACILITATE A MUCH MORE EASY WAY OF DEALING WITH
7 ISSUES AT LAC+USC AT RANCHO, MLK, AMBULATORY CARE CENTER AND
8 IT SEEMS TO ME THAT IT NEEDS TO BE CLARIFIED FOR OUR
9 CONSIDERATION, THIS ITEM NUMBER 14. ANY QUESTIONS? ANY
10 OBJECTIONS? PLEASE [SILENCE] HOUSEKEEPING.

11

12 **SUP. KNABE:** THIS IS REALLY NEW.

13

14 **SUP. RIDLEY-THOMAS, CHAIRMAN:** IN ONE INSTANCE, FOR EXAMPLE,
15 YOU WILL HAVE CONCURRENT MAX AT M.L.K. AS AN EXAMPLE. AND IN
16 THE INSTANCE OF RANCHO THERE'S A NEED FOR IMPROVEMENT OF THE
17 AGREEMENTS WITH THOSE HOUSEKEEPING WORKERS WHO ARE SUPPORTING
18 THE DIRECTOR OF D.H.S. THE AUTHORITY UP TO A CERTAIN LIMIT
19 WITH RESPECT TO APPROVING CONTRACTS OR AGREEMENTS. QUESTIONS
20 OR COMMENTS? ALL RIGHT. SUPERVISOR ANTONOVICH MOVES,
21 SUPERVISOR MOLINA SECONDS. IF THERE ARE NO OBJECTIONS, PLEASE
22 RECORD A UNANIMOUS VOTE ON ITEM NUMBER 14. ALL RIGHT. MEMBERS
23 OF THE BOARD, ITEM NUMBER 38 IS BEFORE US. WE NOW ASK DR. KATZ
24 TO COME FORWARD. IT IS HIS REGULARLY-SCHEDULED PRESENTATION ON
25 THE A.C.A., AN IMPORTANT ITEM. AND MADE A COMMITMENT TO TRACK



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1 THE BUSINESS OF HEALTHCARE REFORM. TO THE EXTENT THAT IS THE
2 CASE, WE THANK DR. KATZ FOR HIS DILIGENCE IN ADDRESSING THE
3 ISSUES AT HAND.

4

5 **SUP. YAROSLAVSKY:** MR. CHAIRMAN?

6

7 **SUP. RIDLEY-THOMAS, CHAIRMAN:** SIR?

8

9 **SUP. YAROSLAVSKY:** CAN I JUST ASK FOR RECONSIDERATION OF 14 FOR
10 THE PURPOSE OF ASKING FOR A CLARIFICATION ON SOMETHING?

11

12 **SUP. RIDLEY-THOMAS, CHAIRMAN:** YES. YOU MAY.

13

14 **SUP. YAROSLAVSKY:** THEY CAN COME UP HAVE THE IT'S NOT GOING TO
15 TAKE LONG.

16

17 **SUP. RIDLEY-THOMAS, CHAIRMAN:** RECONSIDERED. ITEM 14.

18

19 **SUP. YAROSLAVSKY:** IS THERE SOMEONE FROM THE STAFF? ON ITEM C
20 ON THE MOTION, "INCREASE THE ANNUAL MAXIMUM OBLIGATION IN
21 YEARS FOUR AND FIVE OF THE AGREEMENT FOR COLAS CONSISTENT WITH
22 THE BOARD'S COLA POLICY." I JUST WANT TO UNDERSTAND WHAT THAT
23 MEANS.

24

25 **SUP. RIDLEY-THOMAS, CHAIRMAN:** FINE. IT'S DEPARTMENT LANGUAGE.



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1

2 **SUP. YAROSLAVSKY:** WE CAN HOLD IT ON THE DESK.

3

4 **SUP. RIDLEY-THOMAS, CHAIRMAN:** WE CAN. SO LET'S EFFECTIVELY
5 RECONSIDER ITEM NUMBER 14 FOR THE PURPOSES OF HOLDING IT ON
6 THE DESK. AND IF DR. KATZ, ONE OF THE MEMBERS OF YOUR STAFF
7 WHO CAN ADDRESS ITEM 14 ON FACILITIES CAN BE ON STANDBY, IT
8 WOULD BE USEFUL UNLESS YOU'RE PREPARED TO ADDRESS IT. SIR, ARE
9 YOU PREPARED TO ADDRESS IT? LET'S DO 38, THEN YOU TEE UP 14.

10

11 **DR. MITCHELL KATZ:** SHALL WE DO 38 AND THEN WE'LL COME BACK TO
12 14 I'LL ASK THE APPROPRIATE STAFF FOR 14.

13

14 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU.

15

16 **DR. MITCHELL KATZ:** THANK YOU VERY MUCH. I APPRECIATE THE TIME
17 THAT YOU HAVE DEDICATED IN YOUR BOARD MEETINGS TO DOING A
18 REALLY DEEP DIVE INTO UNDERSTANDING HOW THE A.C.A. IS GOING TO
19 AFFECT US BECAUSE IT VERY MUCH WILL TRANSFORM FOR THE GOOD OR
20 FOR THE NOT GOOD D.H.S. IN OUR COUNTY. WE'VE TALKED BEFORE
21 ABOUT THE MAJOR THINGS THAT D.H.S. WILL BE CHANGED FOR D.H.S.
22 UNDER THE A.C.A. PATIENTS HAVING CHOICE. AND THAT'S WANTING TO
23 BE A SYSTEM THAT PEOPLE CHOOSE INSTEAD OF A SYSTEM OF LAST
24 RESORT. AND THAT REIMBURSEMENTS ARE BASED ON CAPITATED
25 PAYMENTS RATHER THAN EXPENSES. THAT WE'RE GOING TO GO FROM A



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1 SYSTEM THAT IS -- HAS BEEN TRADITIONALLY EPISODIC. NO SINGLE
2 PROVIDER, UNCOORDINATED CARE TO A SYSTEM WHERE ALSO DISEASES
3 WERE TREATED AT A LATE STAGE WITH THE RESULT THAT PEOPLE HAD
4 POOR OUTCOMES BECAUSE THEY WERE COMING SO LATE FOR TREATMENT
5 AND THE COSTS WERE HIGH. THAT'S THE SYSTEM THAT WE'RE HERE TO
6 CHANGE. THIS ILLUSTRATION GIVES YOU A LITTLE BIT OF HOW THE
7 SAME PERSON COULD BE TREATED IN THREE DIFFERENT WAYS. IN THE
8 FIRST, IN THE TOP, THE LATE STAGE, A PERSON WHO HAS DIABETES
9 AND A FOOT INFECTION, WHICH CAN BE VERY SEVERE AND RESULT IN
10 AMPUTATION IN A DIABETIC MIGHT TYPICALLY BE SEEN IN THE
11 EMERGENCY ROOM, WHICH IS THE MOST EXPENSIVE PLACE FOR THEM TO
12 RECEIVE CARE, AND ALSO WHERE THERE IS NO GOOD FOLLOW-UP WHERE
13 BECAUSE THEY'RE COMING LATE STAGE, THEY MAY HAVE A LONG STAY,
14 MAY REQUIRE AMPUTATION. THE EASIER WAY INTO OUR SYSTEM FOR
15 SOMEONE WHO SOUGHT CARE EARLY WAS TO GO TO URGENT CARE, WHICH
16 DOES OFTEN FIT THE "KEEP OUT OF THE EMERGENCY ROOM, QUICKER
17 VISITS" BUT STILL VERY UNSATISFACTORY BECAUSE IT DOES NOT
18 PROVIDE THE KIND OF ONGOING CARE THAT REALLY MAKES A CHANGE IN
19 THE ARC OF SOMEBODY'S LIFE, AND THEN WHAT WE'RE GOING TO,
20 WHICH IS GETTING PEOPLE A PRIMARY CARE CLINIC APPOINTMENT SO
21 THAT THEY CAN GET DIAGNOSIS AND TREATMENT. ALTHOUGH THAT IS
22 THE BEST, HISTORICALLY IN OUR SYSTEM, THIS IS THE PART YOU
23 CAN'T GET, THE THING THAT WE ALL AGREE IS THE BEST, THAT'S
24 WHAT WE DON'T HAVE. THE EMERGENCY ROOM, THE LATE STAGE
25 DISEASE, VERY EXPENSIVE, WE HAVE THAT. URGENT CARE, WE HAVE A



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1 REASONABLE AMOUNT. PRIMARY CARE, THAT'S BEEN THE HOLE IN
2 D.H.S. PRIMARY CARE FOCUSES ON PREVENTION AND EARLY
3 INTERVENTION. COORDINATES THE INPATIENT AND OUTPATIENT SYSTEM.
4 PEOPLE RECEIVE THE RIGHT CARE IN THE RIGHT SETTING BY THE
5 RIGHT PROVIDER, THE RIGHT KIND OF TEAMWORK. AND IN A MUCH
6 HAPPIER ILLUSTRATION, THIS IS WHAT WE ARE AIMING FOR. THIS
7 WILL BE THE MODEL THAT WE REALLY WANT. THE PATIENT HAS ACCESS
8 TO A PRIMARY CARE PROVIDER AND A HOME TEAM, RECEIVES
9 PREVENTABLE TREATMENTS, RIGHT? A DIABETIC NEEDS TO BE TAUGHT
10 HOW TO EXAMINE HIS OR HER FEET, HOW TO RECOGNIZE EARLY ULCERS,
11 HOW TO TREAT EARLY ULCERS SO THEY DON'T ACTUALLY PRESENT TO
12 THE EMERGENCY ROOM NEEDING THAT AMPUTATION. FOLLOW-UP IS
13 ASSURED. THERE IS AN E-CONSULT SYSTEM WHICH I'M GOING TO TALK
14 MORE ABOUT BECAUSE IT'S ONE OF OUR EARLY SUCCESSES IN D.H.S.'S
15 TRANSFORMATION, TO SEE A PODIATRIST. AND WHEN THE PATIENT
16 NEEDS HOSPITAL CARE, AND OUTPATIENTS WILL NEED HOSPITAL CARE,
17 THAT INTERFACE IS COORDINATED. THAT'S WHAT WE'RE BUILDING. I
18 TALKED ABOUT THE CONTINUITY OF CARE, THE UMBRELLA THAT COVERS
19 PEOPLE IN THEIR SINGLE HOME. THE FACT THAT A MEDICAL HOME
20 INCLUDES SEVERAL DIFFERENT THINGS. AND WE MADE PROGRESS WITH
21 THESE DIFFERENT FEATURES AT DIFFERENT RATES. OUR FIRST THING
22 WAS EMPANELMENT. AND YOU HEARD ME SAY THAT THE D.H.S. THAT I
23 ARRIVED TO EMPANELLED NO ONE ON A SYSTEMATIC BASIS. YOU SAW
24 WHO YOU SAW. NOW WE HAVE EMPANELED 340,000 PATIENTS TO A
25 SPECIFIC PROVIDER. NOW, OF COURSE LINKING A SPECIFIC PERSON TO



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1 A PROVIDER IN AND OF ITSELF DOES NOT GUARANTEE GOOD CARE. YOU
2 NEED A REGISTRY SO YOU KNOW WHO NEEDS WHAT. AND YOU CAN
3 CONTACT THEM IF THEY HAVEN'T GOTTEN THE PREVENTIVE CARE THEY
4 NEED. YOU NEED CARE MANAGEMENT TO MAKE SURE THAT THE DIFFERENT
5 STEPS ARE DONE. YOU NEED TEAM-BASED CARE BECAUSE A PATIENT MAY
6 NEED AN APPOINTMENT THAT DAY. THEIR PROVIDER MAY NOT BE ABLE
7 TO SEE THEM, BUT SOMEONE ELSE COULD. ONE OF THE FEATURES IS
8 PATIENT SCHEDULING AND HERE IS AN EARLY SUCCESS. SO UNDER OUR
9 OLD FORM OF SCHEDULING, WHERE PEOPLE WERE SEEING WHOEVER WAS
10 THE NEXT PROVIDER INSTEAD OF THEIR PROVIDER, WE HAD NO-SHOW
11 RATES OF 20 TO 50 PERCENT. NOW WE'VE BEEN ABLE TO MARKEDLY
12 REDUCE OUR NO-SHOW RATES, WHICH RESULTS IN SHORTER TIMES TO
13 THE NEXT APPOINTMENT. WHY? BECAUSE THINK ABOUT IT FROM YOUR
14 OWN POINT OF VIEW. IF YOU WERE SEEING YOUR OWN DOCTOR, YOU
15 WOULD WORK REALLY HARD TO MAKE SURE EVEN IN YOUR BUSY
16 SCHEDULES YOU FOUND THE TIME TO MAKE THAT APPOINTMENT. IF YOU
17 WERE SEEING SOMEONE YOU HAD NEVER MET BEFORE, IT DOESN'T HAVE
18 THE SAME LEVEL OF PRIORITY. SO SIMPLY BY HAVING PEOPLE BE
19 EMPANELLED AND BY CREATING SAME DAY APPOINTMENTS. SO IF
20 SOMEONE CALLS YOU AND THEY HAVE A MAJOR NEED AND YOU SAY "I
21 CAN SEE YOU TODAY" THAT PERSON COMES. THAT SAME PERSON CALLS
22 AND SAYS I HAVE A MAJOR NEED AND YOU SAY "OKAY, I'LL GIVE YOU
23 AN APPOINTMENT IN THREE WEEKS" IN THREE WEEKS THEY MAY HAVE
24 GOTTEN MARKEDLY WORSE AND GONE TO THE EMERGENCY ROOM. THEY MAY
25 HAVE GONE SOMEWHERE ELSE. AND NOW YOU HAVE AN EMPTY



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1 APPOINTMENT SLOT, WHICH IS VERY BAD FOR ECONOMIC EFFICIENCY.
2 TELEPHONE SYSTEMS. THE D.H.S. I MET, THE PHONE NUMBERS ON OUR
3 WEBSITE WERE NOT ANSWERABLE. IN FACT, WHEN I HAD SOMEBODY CALL
4 THE NUMBERS, WHAT I LEARNED IS THAT THEY GOT NUMBERS THAT WERE
5 DISCONNECTED ALREADY. OBVIOUSLY YOU CAN'T BEGIN TO DEAL WITH A
6 PATIENT EXPERIENCE IF THE PHONE NUMBERS ON YOUR WEBSITE DON'T
7 ANSWER THE TELEPHONE. BUT THEN EVEN WHEN WE WERE ABLE TO
8 CORRECT THE PHONE NUMBERS, WE HAD A NEW PROBLEM, WHICH WAS
9 THAT THE PHONE SYSTEMS ARE SO OLD THAT THEY CAN'T ACCOMMODATE
10 MORE THAN A CERTAIN NUMBER OF CALLS. SO BASICALLY PEOPLE WOULD
11 EITHER IMMEDIATELY GET DISCONNECTED OR THEY WOULD BE PUT ON
12 HOLD FOR RIDICULOUSLY LONG PERIODS OF TIME. AND, YOU KNOW, IF
13 YOU'RE LOW INCOME, YOUR PHONE MAY WELL BE BY MINUTES. SO WE
14 COULD SPEND SOMEBODY'S ENTIRE MINUTE ALLOTMENT WAITING FOR US
15 ON THE TELEPHONE. SO WE HAVE NOW AT LONG BEACH, WE PILOTED A
16 NEW TELEPHONE SYSTEM WHICH ALLOWS FOR THE SORT OF MODERN
17 THING. SO, FOR EXAMPLE, A SPANISH-SPEAKING PATIENT CAN
18 INDICATE THAT THEY NEED TO SPEAK TO A SPANISH-SPEAKING
19 OPERATOR. SAME WITH A CANTONESE-SPEAKING LANGUAGE OR ANOTHER
20 LANGUAGE. SOMEBODY CAN INDICATE THAT THEY WANT A RETURN CALL,
21 THAT THEY DON'T WANT TO STAY ON HOLD. BUT THEY WANT SOMEBODY
22 TO ACTUALLY RETURN THEIR CALL. WE'VE NOW BEEN ABLE TO REDUCE
23 WAIT TIMES TO LESS THAN FIVE MINUTES. THAT'S STILL NOT THE
24 STANDARD, BUT IT'S A LOT BETTER THAN 30 MINUTES. OR JUST
25 INNUMERABLE DISCONNECTIONS. HAVING DONE IT IN ONE SITE AND



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1 MADE IT WORK, WE CAN NOW MAKE IT WORK AT ALL OUR AMBULATORY
2 CARE SITES. E-CONSULTS, ANOTHER EARLY SUCCESS. WE HAVE FOUND
3 THAT BY ENABLING PRIMARY CARE DOCTORS LIKE ME TO CONSULT WITH
4 SPECIALISTS LIKE A CARDIOLOGIST, THEN WE DON'T NEED THE FACE-
5 TO-FACE APPOINTMENTS. DEPENDING UPON THE SPECIALTY, WE'VE BEEN
6 ABLE TO ELIMINATE 40 TO 60 PERCENT OF THE FACE-TO-FACE VISITS
7 BECAUSE THE SPECIALIST SAYS "HERE'S WHAT YOU NEED TO DO,
8 MITCH, FOR YOUR PATIENTS, IF THESE THREE MEDICINES HAVE NOT
9 CONTROLLED THEIR CONGESTIVE HEART FAILURE, THE FOURTH MEDICINE
10 I WOULD ADD IS AN ACE INHIBITOR AND HERE'S THE DOSE THAT I
11 WOULD RECOMMEND." IT'S A WIN FOR EVERYONE. IT'S A WIN FOR THE
12 PATIENT WHO NOW, LET'S SAY, IS OUT AT ELMONT AND WOULD
13 OTHERWISE HAVE TO TAKE THREE BUSES TO GET INTO LAC+USC NO
14 LONGER HAS TO TRAVEL. IT'S A WIN FOR THE PRIMARY CARE DOCTOR
15 BECAUSE THEY ARE EDUCATED ON A HIGHER LEVEL OF CARE. IT'S A
16 WIN FOR THE SPECIALIST BECAUSE THEY'RE FUNCTIONING AT THE
17 HIGHEST LEVEL OF THEIR ABILITY, AND IT'S A WIN FOR THE
18 ECONOMICS OF THE SYSTEM BECAUSE E-CONSULT DECREASES THE COST
19 TO JUST THE SPECIALIST. WHAT I DO IS I SAY TO A GIVEN
20 SPECIALIST, TO THE CARDIOLOGIST NORMALLY YOU WERE DOING EIGHT
21 SESSIONS, NOW I WOULD LIKE YOU TO DO SEVEN SESSIONS, BUT I
22 WANT ONE FOUR-HOUR BLOCK TO BE FOCUSED ON ANSWERING E-CONSULTS
23 AND THEY DO MANY MORE E-CONSULTS IN A FOUR-HOUR SESSION THAN
24 THEY CAN DO VISITS. SO WE ACTUALLY GET MORE CARE FOR MORE
25 PEOPLE AND AT A LOWER COST. THIS IS THE SAME ILLUSTRATION OF



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1 HOW THE PATIENT SEES THE P.C.P., WHICH IS TESTIMONY PRIMARY
2 CARE PHYSICIAN, OR PROVIDER, THEY ANSWER THE CLINICAL
3 INFORMATION. THEY HAVE A SECURE DIALOGUE WITH THE SPECIALIST
4 AND THEN THE SPECIALIST DECIDES EITHER I CAN GIVE YOU THE
5 INFORMATION YOU NEED TO PROVIDE FOR THE PATIENTS OR I NEED A
6 FACE-TO-FACE. HERE'S ANOTHER WIN IN THE SYSTEM. UNDER OLD
7 D.H.S., R.P.S. SYSTEM, I HAVE USED IT FOR MY OWN PATIENTS IN
8 ROYBAL. IT'S ALL FIRST-COME, FIRST-SERVE BECAUSE IT'S NOT
9 ENOUGH INFORMATION FOR ANYONE TO MAKE A DECISION ON THE
10 PRIORITY. UNDER THIS NEW SYSTEM, THE SPECIALIST NOT ONLY SAYS
11 "MITCH I CAN HELP YOU TO MANAGE THIS PATIENT" OR "MITCH, NO I
12 NEED TO SEE THIS PATIENT MYSELF," BUT THEN SHE MIGHT SAY "AND
13 I NEED TO SEE THIS PATIENT TOMORROW." OR "FOR THIS PROBLEM I
14 CAN SEE THIS PATIENT IN TWO MONTHS." AND SO WE'RE ACTUALLY
15 ABLE FOR THE FIRST TIME TO ACTUALLY TRIAGE PEOPLE
16 APPROPRIATELY. WHICH ALSO HELPS GIVEN RESOURCES BEING TIGHT.
17 WE'RE UP TO FOUR HUNDRED PRIMARY CARE PROVIDERS, SIX
18 SPECIALTIES. THE PERCENT OF PATIENTS VERSUS NEED TO COME
19 DEPENDS HIGHLY ON THE SPECIALTY. SO, FOR EXAMPLE,
20 OPHTHALMOLOGY GENERALLY THE PERSON NEEDS TO COME. BUT THERE'S
21 A GREAT ABILITY NOW TO SAY EITHER VISUAL FIELD DEFECT, I NEED
22 TO SEE THAT PERSON TOMORROW OR TODAY VERSUS CATARACT
23 EXTRACTION FOR SOMEONE, THAT'S OKAY FOR THAT TO WAIT FOR A
24 SIX-WEEK PERIOD FROM WHAT YOU'RE TELLING ME, HIS VISION IS NOT
25 SEVERELY COMPROMISED. WE'VE TALKED A LOT ABOUT THE NEED FOR



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1 THE ELECTRONIC HEALTH RECORD. AND I THANK YOU FOR SUPPORTING
2 THAT EXPENDITURE. WE MOVED IN ONE OF OUR FIRST DECISIONS MARCH
3 OF MY STARTING HERE WE MADE A DECISION TO BE AN EARLY ADOPTER
4 TO INTERQUAL. AND OUR EARLY EXPERIENCE HAS BEEN VERY
5 SUCCESSFUL. INTERQUAL MEANS THAT IF THE PATIENT FITS THE
6 STATE'S INTERQUAL SYSTEM, WE AUTOMATICALLY GET PAID. NO
7 RETROACTIVE, TWO YEARS LATER, NURSE REVIEWER FROM MEDICAID
8 COMES DOWN AND SAYS "OH, I ACCEPT PATIENT A, I DON'T ACCEPT
9 PATIENT B". REALTIME, WE GET AN ANSWER. YES, THE STATE WILL
10 PAY THIS MEDICAID EXPENSE OR, NO, THE PERSON WON'T. AND WHEN
11 WE GET THE ANSWER NO, THE PATIENT DOES NOT FIT THE CRITERIA
12 FOR MEDICAID, FOR THE FIRST TIME IN REAL TIME WE GET TO SAY:
13 WHY NOT? IS IT THE DOCTOR HASN'T DOCUMENTED THAT THE PERSON
14 ACTUALLY NEEDS TO BE IN THE HOSPITAL? IN WHICH CASE, IN REAL
15 TIME WE CAN FIX THAT. I CAN'T FIX THAT RETROSPECTIVELY. SO TWO
16 YEARS LATER THE NURSE SAYS "THIS PATIENT DID NOT MEET MEDICAID
17 STANDARDS" WE JUST LOSE THE MONEY. WE LOSE THE COMPLAINT. IF
18 THE REASON THE PERSON DOESN'T MAKE IT IS DOCUMENTATION, THEN I
19 CAN SAY IN REAL TIME "I NEED YOU TO DOCUMENT THAT THIS
20 PATIENT'S UNSTEADY PULSE NEEDS TO BE SEEN EVERY THREE HOURS
21 FOR VITAL SIGN CHECK." FOR ANOTHER TIME I'D LIKE TO TALK MORE
22 ABOUT SUPPORTIVE HOUSING AS AN OPTION FOR VERY ILL PATIENTS.
23 WE FOUND SO FAR WORKING WITH THE COUNTY'S PARTNERS A LOT OF
24 OPPORTUNITY TO GAIN HOUSING UNITS WITH HEALTH SERVICES ONLY
25 PROVIDING HEALTH SERVICES. THERE ARE BUILDINGS IN WORK IN LOS



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1 ANGELES THAT ARE OPEN TO TAKING OUR PATIENTS DESPITE THEIR
2 MEDICAL NEEDS AS LONG AS WE'RE ABLE TO PROVIDE THE HEALTH
3 SERVICES. WE DON'T PAY THE RENT. WE'RE NOT PAYING FOR THE
4 BUILDING. WHAT WE ARE DOING IS FOR THE FIRST TIME ENABLING
5 THEM TO HAVE THE CAPABILITY OF CARING FOR SICK PEOPLE BY
6 PROVIDING THE HEALTHCARE FOR THEM. THERE IS A SECOND
7 PRESENTATION THAT'S MUCH MORE FOCUSED ON THE FINANCES. I LEAVE
8 IT, MR. CHAIR, TO YOU, WHETHER I SHOULD DO THAT OR STOP HERE.

9

10 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. FINANCES DO MATTER,
11 DR. KATZ. PERHAPS WE SHOULD TAKE AN INITIAL ROUND OF
12 QUESTIONS, IF THERE ARE ANY FOR YOU ON THIS MATTER OF THE
13 A.C.A. AND THANK YOU FOR YOUR PRESENTATION. THEN MOVE INTO ANY
14 QUESTIONS ABOUT THE FINANCIAL IMPACT PROJECTIONS, UNLESS IT IS
15 THE WILL OF THE BODY TO DO IT ALL IN ONE PACKAGE. SUPERVISOR
16 KNABE?

17

18 **SUP. KNABE:** MINE WOULD CENTER AROUND THE FINANCE ISSUE BECAUSE
19 AT THE END OF THE DAY, OBVIOUSLY IT'S A CULTURE CHANGE FOR US.
20 WE'RE GOING TO HAVE TO BE A COMPETITOR. WE HAVE ALWAYS THOUGHT
21 OF OURSELVES AS THAT OF LAST RESORT. AND A VERY, VERY
22 SIGNIFICANT CHANGE FOR US TO BE A COMPETITOR. SHOULD WE
23 ULTIMATELY WIND UP, IF WE'RE NOT AT THE RIGHT PLACE AT THE
24 RIGHT TIME, WE WILL TRULY BE LEFT WITH SERVING THE UNINSURED.
25 EVERYONE THINKS THE A.C.A. IS GOING TO GIVE HEALTH INSURANCE



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1 AND CHOICE TO JUST ABOUT EVERYONE, BUT I BELIEVE THE NUMBER
2 HERE IN L.A. COUNTY IS ABOUT 1.2 MILLION THAT WILL STILL BE
3 UNINSURED. AND IF WE'RE NOT IN A PLACE TO BE COMPETITIVE, TO
4 DRAW IN WITH OUR CENTERS OF EXCELLENCE THE OPPORTUNITIES THAT
5 THAT PRESENTS, WE COULD BE LEFT WITH INSURING THAT 1.2 MILLION
6 PEOPLE. SO DO YOU HAVE ANY IDEA WHAT THOSE POTENTIAL NUMBERS
7 ARE AS IT RELATES TO THAT POTENTIAL PROBLEM? OR HOW IMPORTANT
8 IT IS FOR US TO BE IN A COMPETITIVE PLACE?

9

10 **DR. MITCHELL KATZ:** SUPERVISOR, THE WAY YOU STATED IT IS
11 EXACTLY RIGHT. IF WE ARE NOT ABLE TO RETAIN OUR PATIENT BASE,
12 WE WILL NOT HAVE ENOUGH REVENUE TO COVER ALL OF THE UNINSURED.
13 THOUGH DIFFERENT PEOPLE ARE USING DIFFERENT ESTIMATES, I THINK
14 CERTAINLY THERE ARE GOING TO BE OVER A MILLION UNINSURED
15 PEOPLE IN LOS ANGELES COUNTY WHO ARE NOT GOING TO BE COVERED
16 UNDER THE A.C.A. AND WE NEED TO BE COMPETITIVE IN THE WAYS
17 THAT YOU'RE SPEAKING. IN THE SECOND PART, I ACTUALLY DRAW OUT
18 TWO DIFFERENT SCENARIOS THAT YOU CAN SEE IN THE DOLLARS, WHAT
19 A HUGE DIFFERENCE IT MAKES WHETHER WE SUCCEED OR DON'T SUCCEED
20 IN OUR RETAINING OUTPATIENTS.

21

22 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. ANYMORE QUESTIONS AT
23 THIS POINT BEFORE WE MOVE INTO THE FINANCIAL IMPACT
24 PROJECTION? SUPERVISOR, NO, NO, SUPERVISOR ANTONOVICH.
25 SUPERVISOR MOLINA.



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1

2 **SUP. MOLINA:** DR. KATZ, ONE OF THE THINGS THAT WOULD BE HELPFUL
3 TO US IN ORDER TO GET A BETTER UNDERSTANDING IS MORE ABOUT THE
4 TRANSITION TIME AND THE TRANSITION COMPONENTS. YOU MENTIONED
5 IT IN HERE. BUT I THINK WE KNOW WHAT NEEDS TO BE DONE -- OR I
6 THINK WE KNOW WHAT NEEDS TO BE DONE OR YOU KNOW WHAT NEEDS TO
7 BE DONE. BUT I GUESS WE NEED TO KNOW HOW THE SYSTEM IS
8 RESPONDING TO THOSE KIND OF CHANGES THAT NEED TO BE PUT IN
9 PLACE. I THINK DON SPOKE TO WHAT THE BUSINESS MODEL NEEDS TO
10 BE. AND CERTAINLY WE SHOULD KNOW WHAT THE BUSINESS MODEL IS.
11 WE HAVE A DIFFERENT BUSINESS MODEL THAN ALL OF OUR NEIGHBORING
12 HOSPITALS, ALL THE OTHER NONPROFITS BECAUSE WE HAVE A
13 DIFFERENT RESPONSIBILITY. NOT THAT THE MONEY IS GOING TO BE
14 ANY DIFFERENT AT THE END OF THE DAY. SO WE NEED TO HAVE A
15 BUSINESS MODEL OTHER THAN JUST A LOT OF NUMBERS TO HAVE A
16 CLEAR UNDERSTANDING OF HOW WE'RE GOING TO SERVICE THAT
17 BUSINESS MODEL UNDER THAT SCENARIO. AND I KNOW THAT'S GOING TO
18 BE TOUGH. BUT THEN THE OTHER THING IS, WITHOUT SAYING MORE
19 THAN I NEED TO SAY, WE HAD AN INCIDENT JUST A COUPLE OF WEEKS
20 AGO SOMEBODY TRIED TO ACCESS OUR SERVICES WHO WAS BEING
21 DENIED. OR AT LEAST IT WASN'T BEING MOVED FORWARD. A LOT OF US
22 GOT PHONE CALLS TO HELP MOVE THAT ALONG. I JUST THINK THAT
23 THAT SPOKE VOLUMES ABOUT THE MANAGEMENT. NOT, YOU KNOW, MAKING
24 APPOINTMENTS, BUT ABOUT THE MANAGEMENT. AND I THINK WE'VE BEEN
25 CONCERNED ABOUT THE KIND OF CULTURAL TRANSITION THAT MANY OF



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1 OUR EMPLOYEES ARE GOING TO HAVE TO MAKE WHEN IT COMES TO HOW
2 THEY SERVE THE PATIENT. BUT IT ALSO, I GUESS I HAVEN'T THOUGHT
3 ABOUT IT UNTIL THAT INCIDENT CAME UP BUT WHAT OUR MANAGEMENT
4 HAS TO OVERCOME AS FAR AS HOW THEY'RE GOING TO TRANSITION INTO
5 A MORE PATIENT-FRIENDLY, USER-FRIENDLY KIND OF SYSTEM OF CARE
6 AS COMPARED TO, YOU KNOW, "YOU'RE LUCKY WE'RE TAKING CARE OF
7 YOU" KIND OF ATTITUDE. SO I THINK THAT SOMEHOW YOU NEED TO
8 KEEP US ABREAST OF HOW THAT IS WORKING. I MEAN, I'M SURE
9 YOU'RE INTRODUCING THERE'S GOING TO BE TRAINING, THERE'S GOING
10 TO BE ALL KINDS OF THINGS GOING ON, BUT I THINK THERE'S GOING
11 TO BE ALSO RESISTANCE INSIDE YOUR SYSTEM BECAUSE THERE'S A
12 GROUP OF PEOPLE THAT AT THE END OF THE DAY, THEY'RE JUST TOO
13 THICK HEADED TO UNDERSTAND THAT THEIR OWN LIVELIHOOD IS
14 DEPENDENT ON OUR ABILITY TO PAY FOR A SYSTEM THAT MAY NOT BE
15 ABLE TO PAY FOR ITSELF. AND THERE'S NOT GOING TO BE ENOUGH
16 MONEY IN OUR GENERAL FUND TO REALLY MAKE UP THE DIFFERENCE. SO
17 I KIND OF NEED TO KNOW WHAT THE STATUS OF THAT. I KNOW THAT
18 IT'S NOT THAT FAR AWAY. WE'RE 8-1/2 MONTHS AWAY FROM WHERE WE
19 NEED TO BE. AND I'M A LITTLE NERVOUS THAT JUST BECAUSE OF THAT
20 INCIDENT A COUPLE OF WEEKS AGO WHAT THAT MAY MEAN TO RANK AND
21 FILE FOLKS THAT COULD BE AVAILABLE TO US BUT IF NOT, THEY'LL
22 JUST GO TO A NEIGHBORING HOSPITAL THAT MIGHT TREAT THEM A
23 LITTLE DIFFERENTLY. DO YOU UNDERSTAND WHAT I'M SAYING?
24



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1 **DR. MITCHELL KATZ:** I ABSOLUTELY DO, SUPERVISOR. I KNOW THE
2 CASE IN DEPTH THAT YOU'RE TALKING ABOUT. I THINK YOU WELL
3 ANALYZED BOTH THE CASE AND ITS IMPLICATIONS FOR OUR SYSTEM. I
4 OFTEN LAUGH, WE TALK ABOUT COMPETING. BEFORE WE EVEN TALK
5 ABOUT GAINING NEW PATIENTS, COULDN'T WE JUST DO A GOOD JOB
6 WITH THE PEOPLE WE HAVE WHO ARE TRYING TO STAY IN OUR SYSTEM?
7 RIGHT? ISN'T THAT THE FIRST STEP? DON'T TURN PEOPLE AWAY.

8

9 **SUP. MOLINA:** RIGHT.

10

11 **DR. MITCHELL KATZ:** WHO ARE ALREADY IN YOUR CARE.

12

13 **SUP. MOLINA:** ESPECIALLY ONE THAT HOLDS AN INSURANCE CARD.

14

15 **DR. MITCHELL KATZ:** RIGHT. BUT, YOU KNOW, THAT'S THE TRADITION.
16 THE TRADITION IS: OH, YOU HAVE AN INSURANCE CARD, YOU SHOULD
17 GO OVER THERE.

18

19 **SUP. MOLINA:** GO AWAY. GO SOMEWHERE ELSE.

20

21 **DR. MITCHELL KATZ:** IT'S QUITE A BUSINESS MODEL. IF YOU HAVE
22 SOME WAY TO PAY, YOU SHOULD GO SOMEWHERE ELSE. I THINK IT IS
23 CHANGING.

24



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1 **SUP. MOLINA:** NO, I KNOW. BUT WHAT I THINK I NEED TO KNOW IS
2 THAT, "THOSE FOLKS" ARE UNDERSTANDING THAT IT MUST CHANGE. IF
3 YOU HAVE THE TOP PEOPLE IN A FACILITY DOING IT, THEN WHY CAN
4 WE SAY, YOU KNOW, WE NEED TO TRAIN OUR RECEPTIONISTS AND OUR
5 TELEPHONE PROVIDERS AND ALL OF THAT WHEN YOU HAVE AN
6 ADMINISTRATIVE MANAGEMENT PERSON MAKING A KIND OF, YOU KNOW,
7 VERY CAVALIER DECISION THAT I'LL GET TO IT WHEN I GET TO IT?
8 AND SO I THINK I'D LIKE TO KNOW ABOUT THAT BECAUSE THAT
9 WORRIED ME TREMENDOUSLY.

10

11 **DR, MITCHELL KATZ:** UNDERSTOOD, SUPERVISOR.

12

13 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. SUPERVISOR
14 ANTONOVICH, PLEASE.

15

16 **SUP. ANTONOVICH:** DR. KATZ, HOW DOES A PERSON WHO GOES TO A
17 COUNTY FACILITY TODAY FOR TREATMENT, HOW IS THIS INDIVIDUAL
18 GOING TO DIFFER FROM THE TREATMENT THAT THE COUNTY PATIENT
19 UNDERGOES VERSUS THE INDIVIDUAL YOU'RE TALKING ABOUT?

20

21 **DR. MITCHELL KATZ:** SUPERVISOR, I'M NOT SURE -- COULD YOU
22 DISTINGUISH FOR ME THE TWO PEOPLE?

23



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1 **SUP. ANTONOVICH:** ALL RIGHT. RIGHT NOW WE'LL BE ABLE TO DO ALL
2 THESE WONDERFUL SERVICES. ARE WE NOT ALREADY NOW DOING THESE
3 WONDERFUL SERVICES?

4

5 **DR. MITCHELL KATZ:** AH, I DO UNDERSTAND NOW, SUPERVISOR. WHAT I
6 SAY THAT IN ALL FRANKNESS, OUR CURRENT SYSTEM IS INCREDIBLY
7 INEFFICIENT. WE TEND TO DO THINGS IN THE MOST EXPENSIVE WAY
8 POSSIBLE. I DO BELIEVE WE CAN PROVIDE A LOT MORE SERVICE
9 WITHOUT INCREASING THE BUDGET.

10

11 **SUP. ANTONOVICH:** WHAT PREVENTS US FROM DOING THAT NOW?

12

13 **DR. MITCHELL KATZ:** WELL, FOR EXAMPLE, WHEN I WALK THROUGH THE
14 HOSPITALS AND IT TURNS OUT THERE ARE PEOPLE WHO ARE IN A
15 HOSPITAL BED AT 1,100 DOLLARS A DAY MINIMUM FOR NURSING AND I
16 SAY "BUT THE PERSON HAS BEEN DENIED BY MEDICAID EVEN THOUGH
17 THEY HAVE MEDICAID, MEDICAID WON'T PAY, WHY IS THE PERSON
18 HERE"? AND THE ANSWER IS "WELL THEY SHOULD GO TO A SUPPORTIVE
19 HOUSING" AND THERE'S NO SUPPORTIVE HOUSING EVEN THOUGH THAT
20 ONLY COSTS, DEPENDING UPON YOUR PROGRAM, 30 DOLLARS A DAY. HOW
21 CAN THERE BE MONEY FOR 1,100 DOLLARS A DAY BUT NO MONEY FOR 30
22 DOLLARS A DAY? WHY IS IT THAT WE HAVE THE EMERGENCY ROOM
23 VISIT, WHICH IS VERY EXPENSIVE, BUT WE DON'T HAVE THE PRIMARY
24 CARE VISIT? THE EXAMPLE OF THE -- WHEN YOU HAVE NO-SHOW RATES,
25 YOU'RE PAYING FOR THE DOCTOR WHO'S SITTING THERE. YOU'RE



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1 PAYING FOR THE NURSES SITTING THERE, YOU'RE PAYING FOR THE
2 RECEPTIONIST AND YOU'RE GETTING NO VISIT. IF YOU SUDDENLY TURN
3 THE PARADIGM AROUND AND SAY NO, WE'RE DOING TODAY VISITS, THEN
4 YOU ACTUALLY SEE PEOPLE SO YOU PROVIDE MORE SERVICE AND YOU
5 GET PAID, WHICH YOU DIDN'T UNDER THE OLD SYSTEM.

6

7 **SUP. ANTONOVICH:** AND YOU'RE PREVENTED FROM DOING THAT TODAY?

8

9 **DR. MITCHELL KATZ:** I WOULDN'T SAY PREVENTED AS MUCH AS I WOULD
10 SAY I FEEL I INHERITED A HUGE SYSTEM THAT NEEDS A LOT OF
11 CHANGE.

12

13 **SUP. ANTONOVICH:** HOW MUCH IS MANAGERIAL VERSUS THE LAW THAT
14 PREVENTS YOU FROM DOING THOSE MANAGERIAL REFORMS?

15

16 **DR. MITCHELL KATZ:** MOST OF IT IS MANAGERIAL. THERE ARE NOT
17 MANY RESTRICTIONS. THE PROBLEM IS NOT WITH THE LINE STAFF.
18 THERE'S NOTHING WRONG WITH OUR NURSES, OUR DOCTORS, OUR
19 PHARMACISTS, BUT THE SYSTEM IS NOT MEANT TO BE HIGH EFFICIENT.

20

21 **SUP. ANTONOVICH:** WHAT DO YOU NEED TO DO TO IMPLEMENT
22 MANAGERIAL REFORMS TODAY THAT ARE HOLDING YOU BACK?

23

24 **DR. MITCHELL KATZ:** ON THE MANAGERIAL, I MEAN I'M NOW A BIT OFF
25 TOPIC, BUT YOU HAVE CERTAINLY ASKED. IT'S CERTAINLY UNUSUAL ON



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1 THE MANAGERIAL SIDE FOR A COUNTY OF THIS SIZE TO HAVE SO FEW
2 TOP MANAGERS SERVE AT WILL. THAT'S CERTAINLY ONE THING THAT
3 OTHER COUNTIES HAVE DONE.

4

5 **SUP. ANTONOVICH:** YOU HAVE A BOARD THAT SUPPORTS YOU AND YOUR
6 EFFORTS. WE'RE VERY PLEASED WITH WHAT YOU'RE DOING. YOU'VE
7 DONE A PHENOMENAL JOB. I COMMEND YOU 1,000 PERCENT. AND YOU
8 HAVE SUPPORT FROM THE BOARD IF YOU MAKE THESE MANAGERIAL
9 SUGGESTIONS OR REFORMS THAT WE CAN WORK WITH YOU.

10

11 **DR. MITCHELL KATZ:** OKAY.

12

13 **SUP. ANTONOVICH:** WE WILL NEED THAT.

14

15 **DR. MITCHELL KATZ:** I WILL BRING THAT BACK AND I WILL PUT AT
16 THE TOP OF THE LIST THAT AT THE VERY TOP OF THE -- AGAIN, I'M
17 NOT TALKING ABOUT LINE STAFF. I'M TALKING ABOUT MODERN SYSTEMS
18 DO NOT HAVE HEADS OF CHIEF MEDICAL OFFICERS, CHIEF NURSING
19 OFFICERS, CHIEF PERSONNEL OFFICERS AS CIVIL SERVANT
20 PROGRESSIVE DISCIPLINE. IT'S JUST NOT HOW MODERN ORGANIZATIONS
21 ARE RUN. SO I THINK THAT'S CERTAINLY ONE OF THEM.

22

23 **SUP. ANTONOVICH:** AND THEN HOW MANY NEW DOCTORS AND NURSES WILL
24 BE REQUIRED UNDER THIS NEW PROPOSAL?

25



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1 **DR. MITCHELL KATZ:** RIGHT NOW, MY POINT IS THAT I'M NOT HIRING
2 ANY NEW PEOPLE UNTIL I FEEL EVERYBODY IS RUNNING AS
3 EFFICIENTLY AS THEY CAN. THE SOLE EXCEPTION HAS BEEN WHERE
4 THERE ARE NURSE -- WHERE THERE'S A STATE LAW ON NURSE
5 REGULATIONS AND WE ARE OUT OF COMPLIANCE BECAUSE GETTING FINES
6 IS NOT HELPFUL. BUT SO FAR, I HAVE NOT ASKED FOR MORE
7 PHYSICIAN STAFF OR ANY OTHER KIND OF STAFF OTHER THAN IF IT'S
8 THE LAW. I WANT TO PUSH THE SYSTEM FOR ITS EFFICIENCY, AND
9 THEN I DON'T WANT TO COME BACK TO YOU FOR MONEY UNTIL I CAN
10 LOOK YOU IN THE EYE AND SAY "I'VE TAKEN IT AS FAR AS IT CAN GO
11 ON EFFICIENCY, NOW IF WE'RE GOING TO PROVIDE MORE SERVICE, I'M
12 GOING TO NEED MORE STAFF ".

13

14 **SUP. ANTONOVICH:** NOW, HOW MANY MORE HOSPITAL BEDS WOULD YOU
15 REQUIRE?

16

17 **DR. MITCHELL KATZ:** HOSPITAL BEDS YOU'LL SEE IN THE
18 PRESENTATION ARE AN ISSUE BECAUSE RIGHT NOW -- AND IT WILL BE
19 MORE SO UNDER THE A.C.A., IF SOMEONE'S IN OUR PRIMARY CARE
20 HOME BUT WE DON'T HOSPITALIZE THEM, THEN WE HAVE TO PAY THE
21 BILL AT THE OUTSIDE HOSPITAL. AND THAT'S EXCEEDINGLY
22 EXPENSIVE. SO RIGHT NOW AT BOTH HARBOR AND LAC+USC, I DON'T
23 HAVE ENOUGH INPATIENT BEDS. AND SO THAT WHEN THERE IS SOMEBODY
24 AT ANOTHER HOSPITAL -- SO LET'S SAY YOU'RE MORE EXPERT THAN I
25 AM AT HOW BIG THE COUNTY IS. IF SOMEBODY SAYS IN SAN GABRIEL



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1 VALLEY, THEY GO NEAREST HOSPITAL, WHICH IS THE SENSIBLE THING
2 FOR THEM TO DO. NOW THEY'RE STABLE. WE'RE THEIR MEDICAL HOME.
3 WE'RE GETTING THE CAPITATION. I SHOULD BRING THEM TO ONE OF
4 OUR HOSPITALS SO I DON'T HAVE TO PAY THE HOSPITAL OUT IN THE
5 VALLEY. BUT IF ALL OF THE BEDS ARE FULL AT LAC+USC WHICH THEY
6 ALWAYS ARE BECAUSE WE RUN AT 99 PERCENT PLUS CAPACITY ON
7 MEDICAL-SURG, I WIND UP PAYING THE BILL.

8

9 **SUP. ANTONOVICH:** THEN WE SHOULD BUILD MORE HOSPITAL BEDS AT
10 LAC+USC.

11

12 **DR. MITCHELL KATZ:** WE NEED TO BE ABLE AT LAC+USC TO BE ABLE TO
13 TAKE CARE OF OUR INPATIENT NEEDS. I THINK AGAIN YOU'LL SEE TWO
14 SCENARIOS. OBVIOUSLY IF I FAIL, NO. IF I AM NOT SUCCESSFUL IN
15 THE CULTURAL CHANGES, WE'LL LOSE CLIENTS. BUT I BELIEVE
16 BECAUSE OF YOUR BOARD AND THE PEOPLE THAT ARE HERE, WE WILL
17 SUCCEED.

18

19 **SUP. ANTONOVICH:** THANK YOU. [LAUGHTER.]

20

21 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU, SUPERVISOR. THANK
22 YOU, SUPERVISOR ANTONOVICH, AND MOLINA. NOW, IN SUMMARY
23 FASHION, ON THE FINANCES, WHICH PEOPLE -- MEMBERS OF THE BOARD
24 HAVE SAID STRIKES THEM AS BEING VERY CRITICAL, A COUPLE
25 THINGS. TRAINING, DR. KATZ, OF BOTH D.H.S. AND D.P.S.S. STAFF



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1 ON NEW MEDI-CAL REQUIREMENTS OR CHANGES IN HOW WE ARE
2 POSITIONED TO TAKE ADVANTAGE OF THEM WITH AN EYE TOWARD
3 REVENUE INCREASES? AND WHAT NEEDS TO TAKE PLACE WITH MEMBERS
4 OF OUR RESPECTIVE DEPARTMENTS, WHAT ENCOURAGEMENT, WHAT
5 INCENTIVES, WHAT WILL FACILITATE THE OBJECTIVE OF MAKING SURE
6 WE DON'T LOSE OPPORTUNITY TO REMAIN COMPETITIVE. THAT'S A
7 SUMMARY QUESTION THAT I THINK PERVADES MOST OF WHAT WE HAVE
8 BEEN TRYING TO GET AT FOR THE PAST 15 OR SO MINUTES. YOU KNOW,
9 A RELATED QUESTION WOULD BE DOES D.H.S. PLAN TO PURSUE A WHAT
10 KIND OF OPTIONS TO MAKE IT EASIER TO QUALIFY RESIDENTS FOR
11 MEDI-CAL? IT SEEMS TO ME THAT NEW POLICIES, NEW PROCEDURES,
12 NEW PROTOCOLS NEED TO BE ADVANCED IN ORDER FOR US TO POSITION
13 OURSELVES TO CAPTURE REVENUES THAT WOULD BE PURSUANT TO MEDI-
14 CAL CHANGES. SO I THINK THE BOARD WOULD BENEFIT FROM YOUR
15 THINKING, YOUR PROPOSALS, YOUR IMPLEMENTATION PLAN YOUR
16 TRAINING MODULES IN AN EFFORT TO MAKE SURE WE LEAVE NO STONE
17 UNTURNED IN READINESS OR PREPARATION FOR HEALTHCARE REFORM.
18 PERHAPS IN YOUR NEXT PRESENTATION YOU WILL BE READY TO TALK
19 MORE SPECIFICALLY ABOUT THOSE THINGS. I PUT THEM ON RECORD
20 TODAY.

21

22 **DR. MITCHELL KATZ:** VERY GOOD, SUPERVISOR. I'LL INCLUDE THAT.
23 AND I THINK THAT'S A HUGE NEED. AND IT COVERS ISSUES THAT
24 OTHER SUPERVISORS HAVE RAISED, AS WELL. SO I THINK THAT'S A
25 GREAT NEXT STEP ON HOW WE TRAIN PEOPLE FOR THE NEW D.H.S.



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1

2 **SUP. RIDLEY-THOMAS, CHAIRMAN:** RIGHT.

3

4 **DR. MITCHELL KATZ:** THE NEW SYSTEM WE'RE BUILDING.

5

6 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THE NEW D.H.S.

7

8 **SUP. KNABE:** AND THE UPGRADED RANCHO.

9

10 **SUP. RIDLEY-THOMAS, CHAIRMAN:** AND THE UPGRADED RANCHO.

11

12 **DR. MITCHELL KATZ:** YES, SIR, CERTAINLY.

13

14 **SUP. RIDLEY-THOMAS, CHAIRMAN:** SUPERVISOR KNABE SAYS GO RANCHO.

15 NOW, LET ME ASK A QUESTION. THE LENGTH OF YOUR PRESENTATION

16 HERE, SUPERVISOR YAROSLAVSKY WISHES TO KNOW BECAUSE HE WISHES

17 TO KNOW. THE LENGTH OF YOUR PRESENTATION PART 2.

18

19 **DR. MITCHELL KATZ:** MAXIMUM TEN MINUTES, PROBABLY EIGHT

20 MINUTES.

21

22 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. AND SUPERVISOR

23 YAROSLAVSKY WILL HAVE THE FLOOR AFTER YOUR PRESENTATION

24 BECAUSE HE HAS QUESTIONS. PROCEED.

25



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1 **DR. MITCHELL KATZ:** VERY GOOD. BIG PICTURE, SUPERVISORS AND
2 MEMBERS OF THE AUDIENCE, WE, AS THE A.C.A. MOVES FORWARD, WE
3 LOSE MONEY UNDER THE WAIVER AND MONEY UNDER THE
4 DISPROPORTIONATE SHARE HOSPITAL, BUT WE GAIN MEDICAID REVENUE.
5 SO WHERE WE WIND UP DEPENDS UPON THE SIZE OF THOSE ARROWS. THE
6 WAIVER WAS FRONT LOADED. THAT WAS A DELIBERATE DECISION OF THE
7 STATE. AND I THINK THAT WAS A GOOD DECISION. GET MONEY EARLY
8 SO THAT YOU CAN USE IT TO MAKE THE TRANSFORMATION HAPPEN. BUT
9 IT IS SET TO DECREASE EACH OF THE FOLLOWING YEARS. WE'VE
10 ALREADY FACTORED THAT IN TO OUR PROJECTIONS. THE LINE DOES NOT
11 CONTINUE BEYOND '14/'15 BECAUSE THAT'S WHEN WE'LL NEED YOUR
12 HELP TO WORK WITH THE FEDERAL GOVERNMENT TO GET A NEW WAIVER.
13 THE DISPROPORTIONATE SHARE HOSPITAL IN THE A.C.A. IS SET FOR
14 CUT. THE IDEA WAS THAT SINCE THE FEDERAL GOVERNMENT IS
15 INCREASING MEDICAID, ONE OF THE WAYS THEY WOULD FUND IT WOULD
16 BE TO TAKE IT OUT OF THE DISPROPORTIONATE SHARE HOSPITAL
17 PROGRAM. THIS WAS A LOT BETTER AN IDEA WHEN WE THOUGHT MORE
18 PEOPLE WERE GOING TO BE COVERED UNDER THE EXPANSION THAN IS
19 NOW OCCURRING. BUT IT'S STILL PART OF THE LAW THAT IT'S CUT IN
20 HALF. IT'S HARD, THOUGH, FOR ME TO TELL YOU WHAT THE CUT TO
21 LOS ANGELES WILL BE BECAUSE THE FORMULA IS NOT WRITTEN AT THE
22 FEDERAL LEVEL. SO THEY CAN DECIDE TO CUT IT PRO RATA, WHICH IS
23 WHAT I'M SHOWING YOU. I'M JUST ASSUMING LOS ANGELES TAKES ITS
24 SHARE EQUALLY. OR THEY COULD SAY, HEY, A COUNTY LIKE LOS
25 ANGELES WHICH HAS A DISPROPORTIONATE NUMBER OF UNINSURED



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1 PEOPLE AFTER THE A.C.A. SHOULD GET A SMALLER CUT. THAT REMAINS
2 TO BE SEEN. BUT THIS IS THE PRO RATA. YOU'LL NOTE THAT THEY
3 ARE PRETTY LARGE NUMBERS IN TERMS OF THE CUTS THAT WE CAN
4 EXPECT. NOW, HERE IS THE ESTIMATED REVENUE INCREASE THAT WE
5 GET FROM THE MEDI-CAL EXPANSION. AND THIS IS WHY -- AND I TAKE
6 THE CHAIR'S COMMENTS SO SERIOUSLY ABOUT OUR RESPONSIBILITY,
7 ALL OF US, TO LOBBY IN SACRAMENTO. THIS IS A LOT OF MONEY AT
8 STAKE. IF THE STATE DOES NOT EXPAND MEDICAID IN JANUARY, WE'RE
9 GOING TO LOSE 100 MILLION DOLLARS OF PURE FEDERAL MONEY, ZERO
10 MATCH TO ANYONE. MONEY SET FOR LOW INCOME PEOPLE. AND WE
11 THEREFORE HAVE A TREMENDOUS NEED TO PUSH THEM, THAT THEY NEED
12 TO EXPAND MEDICAID CLEARLY WITH A PATH, WITH LEGISLATION. WE
13 ARE IN FEBRUARY. AND THIS IS 10 MONTHS AWAY. AND THE IDEA WAS
14 THAT PEOPLE IN THE LOW INCOME HEALTH PROGRAM WOULD START BEING
15 ASSIGNED IN OCTOBER. SO THAT MEANS THAT WE'RE ONLY EIGHT
16 MONTHS AWAY. AND WE DO NOT, ALTHOUGH LEGISLATION HAS BEEN
17 INTRODUCED, THERE IS A LOT OF WORK TO DO BETWEEN NOW AND EIGHT
18 MONTHS FROM NOW IN TERMS OF THE ADMINISTRATION AND ITS
19 REGULATIONS. THERE ARE SOME OTHER WAYS WE'LL GET ADDITIONAL
20 MONEY OUT OF MEDICAID. THE LIMITED SCOPE MEDI-CAL IS EXPANDED
21 IN TERMS OF OUR ABILITY TO CLAIM. AND THERE ALSO SHOULD BE
22 MORE TRADITIONAL MEDI-CAL DUE TO BETTER OUTREACH. SO I WANT TO
23 TAKE YOU THROUGH THE EXACT DETAILS, NOT SO IMPORTANT. I THINK
24 IT'S MORE UNDERSTANDING THE GLOBAL BUDGET. SCENARIO 1 IS
25 BASICALLY A -- WE RETAIN THE PEOPLE WE HAVE. IT ASSUMES THAT



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1 WE KEEP OUR CURRENT HEALTHY WAY L.A. TRANSITION, THAT THEY USE
2 ABOUT THE SAME IN SERVICES, THAT MEDI-CAL EXPANSION HAPPENS.
3 IT ACKNOWLEDGES THAT OUR COUNTY HAS INCREASED EMPLOYEE BENEFIT
4 COSTS AND DEBT SERVICE. AND IT ASSUMES THAT WE ARE CONTINUING
5 TO PAY FOR THE A.C.A. INVESTMENTS IN A BALANCED BUDGET AND
6 BASICALLY WE'RE EVEN. SO THIS IS THE BASE CASE SCENARIO.
7 EVERYTHING STAYS THE SAME AND OUR BUDGET IS EVEN. THE
8 INVESTMENTS THAT WE'RE TALKING ABOUT ARE THE ONES THAT YOUR
9 BOARD HAS ALREADY APPROVED. AND I WANT TO ALSO NOTE THAT THERE
10 ARE OTHER PROJECTS. WE JUST DISCUSSED ONE OF THEM FOR LAC+USC,
11 BUT HARBOR U.C.L.A. IS GOING TO NEED A NEW INPATIENT BUILDING.
12 THERE ARE PROGRAMMING UNDER THE M.L.K. MASTER PLAN. THERE IS
13 THE RANCHO OUTPATIENT THAT WE HAVE NOT YET APPROPRIATED FUNDS
14 FOR. THESE ARE PROJECTS THAT ARE VERY IMPORTANT IN D.H.S. TO
15 CARE FOR OUR PATIENTS. SO HERE'S SCENARIO TWO. SO SCENARIO ONE
16 WAS THE BASE SCENARIO. SCENARIO TWO IS THE FAILURE SCENARIO.
17 SO WE ARE NOT ABLE TO BRING THE CULTURAL CHANGE SUPERVISOR
18 MOLINA WAS TALKING ABOUT. WE ARE NOT ABLE TO DO THE NECESSARY
19 TRAINING THAT OUR CHAIR IS TALKING ABOUT. AND THERE'S A 30
20 PERCENT LOSS OF MEMBERSHIP. AND THIS IS ALSO WHAT SUPERVISOR
21 KNABE WAS REFERRING TO. SO LET, UNDER THIS, 70 PERCENT OF THE
22 PATIENTS STAY WITH US. SOME MIGHT EVEN THINK THAT'S A SUCCESS,
23 ALTHOUGH I WOULDN'T. 30 PERCENT LEAVE. SIXTY MILLION DOLLAR
24 FINANCIAL LOSS IN JUST ONE YEAR. AND I'VE ALREADY TAKEN OUT
25 THE COST OF THEIR MEDICINES, THEIR PROCEDURES, THEIR NURSING.



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1 BUT THIS JUST SIMPLY REFLECTS THAT HOSPITALS ARE VERY
2 EXPENSIVE TO RUN. AND SO IF YOU LOSE REVENUE, YOU DON'T GET TO
3 DECREASE THE COST OF YOUR HOSPITALS TO THE SAME LEVEL
4 POSSIBLE. I AM AN OPTIMIST. I THINK YOU KNOW THAT. SO I ALSO
5 HAVE A SCENARIO THREE. SCENARIO THREE COULD BE TERMED THE
6 MASSACHUSETTS SCENARIO BECAUSE ONE OF THE THINGS THAT HAPPENED
7 IN MASSACHUSETTS AFTER THEY PASSED HEALTH REFORM IS MORE
8 PEOPLE CAME FORWARD FOR CARE. AND SO THE PUBLIC HOSPITALS
9 ACTUALLY HAD AN INCREASE IN THE NUMBER OF PEOPLE COMING
10 FORWARD AND AN INCREASE IN REVENUE. AND SO JUST LIKE AS
11 HAPPENS WITH WHEN YOU LOSE CLIENTS, IF YOU GAIN CLIENTS BUT
12 DON'T HAVE TO INCREASE YOUR FIXED COSTS, NOW YOU ACTUALLY
13 INCREASE YOUR AMOUNT OF MONEY. SO IN THIS SCENARIO, ONLY A 10
14 PERCENT INCREASE IN OUR MEMBERSHIP RESULTS IN 20 MILLION OF
15 NEW MONEY THAT COULD BE USED TO OFFSET OTHER COSTS WITHIN THE
16 COUNTY. ALL OF THESE ARE JUST PROJECTIONS. THEY HAVE MULTIPLE
17 ASSUMPTIONS IN IT. BUT I FEEL THAT YOU'VE SEEN TRUTH. I'LL
18 LEAVE IT TO THE FIVE OF YOU TO CHOOSE WHETHER YOU THINK THE
19 TRUTH IS IN THE BASE SCENARIO, THE FAILURE SCENARIO OR THE
20 OPTIMISTIC SCENARIO. BUT THAT IS THE LIKELY RANGE OF WHAT WILL
21 HAPPEN IN NEXT YEAR. THE AREAS WHERE I WILL NEED YOUR HELP THE
22 MOST IS THE NEXT WAIVER NEGOTIATIONS. AND I KNOW THAT THE FIVE
23 OF YOU WERE VERY INVOLVED IN THE LAST WAIVER NEGOTIATION AND
24 HAD A LOT TO SAY TO MAKE US GET A GOOD WAIVER. THE MEDI-CAL
25 EXPANSION, WHICH YOUR CHAIR HAS ALREADY REFERRED TO, THE FACT



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1 THAT WE NEED TO BE VERY ACTIVE WITH THE GOVERNOR AND THE
2 LEGISLATURE. THE D.S.H. ALLOTMENT, WHICH IS IN THE HANDS OF
3 THE SECRETARY OF H.H.S. UNWRITTEN, UNCLEAR EXACTLY WHEN IT'S
4 GOING TO BE WRITTEN. BUT WHERE THERE IS AN OPPORTUNITY TO
5 ADVOCATE AND SAY THAT THIS SHOULD NOT BE CUT PRO RATA. BUT
6 SHOULD REALLY LOOK AT WHICH AERIALS OF THE COUNTRY ARE GOING
7 TO HAVE THE MOST UNCOVERED PEOPLE AFTER THE A.C.A., AND LOS
8 ANGELES IS ONE OF THOSE AREAS OF THE COUNTRY. THERE IS NO
9 REQUIREMENT THAT THIS BE PRO RATA. IN FACT, THE IDEA WAS THAT
10 IT WOULD BE BASED ON NEED. AND THEN AN ASSUMPTION THAT WE HAVE
11 LESS IMPACT ON IS WHAT THE VALUE IS ON OTHER PUBLIC HOSPITALS,
12 BECAUSE MANY OF THESE FORMULAS ARE BASED ON ALL HOSPITALS.
13 WITH THAT, MR. CHAIR, I THINK I'VE KEPT TO MY EIGHT MINUTES,
14 AT LEAST I HOPE I HAVE. THANK YOU.

15

16 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. THANK YOU VERY MUCH
17 FOR PART TWO OF YOUR REPORT. SUPERVISOR YAROSLAVSKY, QUESTIONS
18 FOR DR. KATZ.

19

20 **SUP. KNABE:** ON THAT ONE SCENARIO OF THE OPTIMISTIC, THE 10
21 PERCENT INCREASE? SO THAT'S A TOTAL INCREASE, WE LOSE NOTHING?
22 WE GAIN 10 PERCENT?

23

24 **DR. MITCHELL KATZ:** RIGHT. THE VOLUME GROWS UNDER THE THEORY
25 THAT THERE ARE A LOT OF PEOPLE WHO NEED CARE THAT ARE NOT



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1 GETTING IT BECAUSE THEY'RE AFRAID OF THE EXPENSE. ONCE THEY
2 GAIN MEDICAID AND MAYBE TO A LESSER EXTENT THE COVERAGE MODEL,
3 THEY WILL NOW HAVE A CARD IN THEIR HAND. THEY HAVE A TRUE
4 NEED. THEY'LL COME FORWARD. AND THE QUESTION IS: DO WE HAVE A
5 PLACE TO CARE FOR THEM? OR DO WE SAY: SORRY, WE'RE FULL.

6

7 **SUP. KNABE:** IN OTHER WORDS, WE COULD LOSE SOME PATIENTS, BUT
8 WE WOULD GAIN MORE THAN WE LOST.

9

10 **DR. MITCHELL KATZ:** CORRECT.

11

12 **SUP. KNABE:** OKAY.

13

14 **SUP. RIDLEY-THOMAS, CHAIRMAN:** QUESTIONS FOR DR. KATZ REGARDING
15 FINANCIAL IMPACT PROJECTIONS? SUPERVISOR MOLINA, SUPERVISOR
16 ANTONOVICH, SUPERVISOR YAROSLAVSKY? I THINK SUPERVISOR KNABE'S
17 QUESTIONS WILL SUFFICE FOR NOW. WE THANK YOU FOR YOUR
18 PRESENTATION.

19

20 **DR. MITCHELL KATZ:** THANK YOU.

21

22 **SUP. RIDLEY-THOMAS, CHAIRMAN:** AND WE LOOK FORWARD TO YOUR
23 ADVOCACY IN SACRAMENTO WITH THE FIVE OF US EITHER IN WHOLE OR
24 IN PART. ALL RIGHT. NEXT ITEMS BEFORE US WOULD BE ITEM 14.
25 THOSE QUESTIONS HAVE BEEN SATISFIED. SO, MEMBERS, LET'S THEN



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1 MOVE FORWARD THE ORIGINAL MOTION, WHICH WAS A UNANIMOUS VOTE
2 ON ITEM 14. WE NOW TURN TO PUBLIC COMMENT. THERE ARE SPEAKERS
3 ON 38 PUBLIC COMMENT ON 38. ARNOLD SACHS, ERIC PREVEN, THEN
4 MISS PARSON TO BE HEARD. THREE PERSONS TO BE HEARD. THANK YOU.
5 GENTLEMEN, PLEASE COME FORWARD.

6

7 **ERIC PREVEN:** YES, IT IS ERIC PREVEN, THE COUNTY RESIDENT FOR
8 DISTRICT 3. I WANT TO SAY DR. KATZ DID A NICE JOB. VERY GOOD
9 PRESENTATION. I THINK IT IS STRONG MEDICINE, BECAUSE, FRANKLY,
10 WE DON'T KNOW WHAT THE OUTCOME WILL BE, SCENARIO A, B OR C. HE
11 REALLY MAKES HIS IT CLEAR. HIS WRITTEN PRESENTATION WHICH WAS
12 FIVE PAGES LONG WAS ALSO VERY GOOD. I WANT TO APPLAUD HIM. I
13 LOOK FORWARD TO SEEING IF WE CAN APPLY THE TELEPHONE MODEL
14 THAT MAKES A LOT OF SENSE, THE ESTABLISHING SOME KIND OF
15 PRIMARY CARE MODEL THAT MAKES A LOT OF SENSE. IF WE CAN MAKE
16 THESE THINGS HAPPEN, WE WILL BE FAR BETTER FOR IT WHETHER WE
17 SUCCEED OR THE PROGRAM CHANGES DRAMATICALLY. IN CONTRAST TO
18 THE PRESENTATION WE HEARD THIS MORNING BY THE SHERIFF'S GROUP,
19 THIS KIND OF A CULTURE CHANGE NEEDS THE KIND OF LEADERSHIP
20 THAT I THINK DR. KATZ IS PROVIDING. AND I CERTAINLY HOPE THAT,
21 YOU KNOW, YOU'LL SEE IT PROBABLY LATER THIS EVENING, THOSE AT
22 HOME, THAT CIRCLING AROUND AND REINVESTIGATING OURSELVES IS
23 NOT THE SOLUTION GOING FORWARD. I THINK WE NEED TO UNDERSTAND
24 LIKE IN THE HEALTHCARE SYSTEM, IT'S NOT THE PEOPLE WHO ARE
25 ONLINE DOING THE JOB, THE NURSES, THE DOCTORS, THE PEOPLE WHO



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1 WORK IN OUR HOSPITALS. THERE'S AN EXCELLENT GROUP OF PEOPLE.
2 THE PROBLEM IS IN SOME OF THE SYSTEMS THAT HAVE BEEN IN PLACE
3 FOR A VERY LONG TIME. SO IT IS IN FACT TOUCHING WHEN SOMEONE
4 LIKE SUPERVISOR ANTONOVICH REACHES OUT TO DR. KATZ AND SAYS
5 "PLEASE HELP US. THIS IS REALLY WHAT WE NEED. "AND I KNOW
6 SUPERVISOR MOLINA IS ALSO SUPPORTIVE OF DR. KATZ. YOU ALL ARE.
7 THAT'S BEEN MADE VERY CLEAR. AND I'M HOPEFUL THAT TOGETHER
8 THIS GROUP CAN TURN THIS THING AROUND. SO THANK YOU.

9

10 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU FOR YOUR TESTIMONY.
11 SIR?

12

13 **ARNOLD SACHS:** YES, THANK YOU. GOOD MORNING -- GOOD AFTERNOON,
14 ARNOLD SACHS. A COUPLE THINGS. DR. KATZ WAS CONCERNED ABOUT
15 HOW THE COUNTY CAN END UP HAVING MONEY FOR "X" CARE, MORE
16 EXPENSIVE, YET NOT HAVING MONEY FOR "Y" CARE, WHICH IS MORE
17 AFFORDABLE. AND UNFORTUNATELY DR. KATZ REALLY WASN'T PAYING
18 ATTENTION TO WHEN THE COUNTY TOOK ACTION A FEW YEARS AGO TO
19 ELIMINATE A LOT OF THE CLINICS IN A COST-SAVING PLAN THAT
20 ACTUALLY DROVE PEOPLE TO GO TO MORE EMERGENCY ROOMS FOR MORE
21 EXPENSIVE CARE BECAUSE THEY ELIMINATED THE CLINICS. HE ALSO
22 MENTIONED SOMETHING ABOUT IT BEING A GOOD IDEA ABOUT GETTING
23 MONEY EARLY BECAUSE IT WILL MAKE THINGS HAPPEN. AND, AGAIN, MY
24 EXPERIENCE WITH DIFFERENT AGENCIES IN THE COUNTY AND THE
25 COUNTY ITSELF, ESPECIALLY ALSO INCLUDING METRO, THAT YOU GET



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1 MONEY EARLY IN POLITICS SO YOU CAN HIDE IT BETTER, MORE
2 IMPORTANT THAN MAKING THINGS HAPPEN. AND YOU CAN LOOK AT AN
3 EXAMPLE OF THAT IS THE ABILITY OF THE COUNTY AND OTHER LOCAL
4 GOVERNMENTS TO HAVE -- TO HAVE FUNDED BUT UNFILLED POSITIONS
5 WHEN YOU'RE LAYING PEOPLE OFF. AND, FINALLY, I CERTAINLY DO
6 APPRECIATE DR. KATZ'S EXAMPLE REGARDING PATIENT TREATMENT HOW
7 HE SHOWED A DIABETIC AND STEPS HE WOULD TAKE. SO I WAS
8 WONDERING IF HE COULD DO THE SAME KIND OF SCENARIO, ONLY IT
9 WOULD INVOLVE AN EXTRACTION PROCESS FOR REMOVING A POLITICAL
10 HEAD FROM A POLITICAL ASS.

11

12 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH FOR YOUR
13 TESTIMONY, I THINK. [LAUGHTER.] WE'LL MOVE NOW TO MISS PARSONS
14 IN LANCASTER. MA'AM, YOU HAVE THE FLOOR.

15

16 **NICOLE PARSON:** OKAY. WELL THE REMEDY WHAT'S HIS NAME RIGHT
17 THERE IS TO DO IT EARLY. LIKE EARLY INTERVENTION. ABOUT LIKE A
18 LIMB OR SOMETHING YOU GET IT BROKE OR SOMETHING, THAT'S ALWAYS
19 TRUE. FIFTH OR SIXTH OR SEVENTH YOUR GUYS'S YAHOO FOR MR.
20 KRATZ. THAT'S PRETTY GOOD. AND THEN WE HAVE AFFIRMATIVE ACTION
21 AND WELFARE WORK. AND AFFIRMATIVE ACTION IS YOU BASICALLY SIT
22 THERE WITH LIKE THE FUNDED BUT UNFILLED POSITIONS. SO THAT IS
23 CAUSES THE INABILITY OF ONE PORTION. AND THEN THE WELFARE TO
24 WORK, THE WELFARE TO WORK, IT THROWS OFF THE WELFARE TO WORK,
25 SO THAT COSTS THE SYSTEM THAT WE'RE TALKING ABOUT DAMAGE AND



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1 IT AFFECTS RECOVERY COSTS AND DEMEANOR. AND THERE'S A FORMAT.
2 THERE'S FORMAT. AND THERE'S FORMATS, TOO, BUT WE'LL GET TO THE
3 RECOMMENDATION. AND WELL THAT'S JUST A FORMAT THE WAY THAT IT
4 WAS THAT DIDN'T ALLOW -- DOESN'T ALLOW RE-ADJUSTMENT OR JUST
5 DEBT AND ADDS TO SLAVERY. (COUGHING). ONE WAY THAT WE CAN
6 CHANGE THAT AROUND STREET ADDING NUMBERS TO THE REPORT AT THE
7 BEGINNING. IT'S JUST TO SAY ABOUT THE SUPREME COURT AND THE
8 REPORTING. AND SO TO ADD NUMBERS AND WHO SET THAT? WHERE DID
9 IT GO? INEFFICIENCY AND JUST THE ABILITY TO RECOVER TO ADD A
10 NUMBER AT THE BEGINNING OF THE REPORT AFFIXED TO IT. YOU KNOW,
11 YOU ALWAYS HAVE TO AMEND WITH MORE INFORMATION BUT START WITH
12 THAT NUMBER. AND THEN JUDGMENT AND ENTRIES AND CUSTODY AND
13 GUARDIANS SHOULD BE RECORDED AND REGISTERED AND ALSO FREEDOM
14 OF CRIMINAL INFORMATION, MANO A MANO. EVEN A FORMAT PROCEDURE,
15 FORMAT FOR REQUESTING DOCUMENTS AND JUDGES ORDERS FOR THE
16 CLERK. ACCESS TO ONE'S OWN CRIMINAL RECORDS AND JUDGMENTS AND
17 DECLARATIONS WITH CHILD SOCIAL SERVICES, WELFARE.

18

19 **SUP. RIDLEY-THOMAS, CHAIRMAN:** MISS PARSONS?

20

21 **NICOLE PARSON:** THAT RIGHT THERE, E-FILING. E-FILING.
22 EVERYTHING E-FILING.

23

24 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. THANK YOU. YOUR THREE
25 MINUTES HAVE EXPIRED. AND WE THANK YOU FOR YOUR TESTIMONY VERY



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1 MUCH. OKAY. ALL RIGHT. THAT TAKES CARE OF THE ITEMS THAT WE
2 WOULD CONSIDER ON NUMBER 38. AND AS IS OUR CUSTOM, WE WILL
3 RECEIVE AND FILE DR. KATZ'S REPORT WITH THE EXPECTATION THAT
4 THE C.E.O. COME BACK TO US WITH A PLAN FOR OUR ADVOCACY IN
5 SACRAMENTO. ALL RIGHT. MADAM EXECUTIVE OFFICER?

6

7 **SACHI HAMAI, EXEC. OFFICER:** MR. CHAIRMAN, MEMBERS OF THE
8 BOARD, PUBLIC COMMENTS?

9

10 **SUP. RIDLEY-THOMAS, CHAIRMAN:** WE'RE AT THE POINT OF PUBLIC
11 COMMENT. THERE ARE SEVERAL PERSONS WHO WISH TO BE HEARD. WE
12 WILL HAVE TWO MINUTES PUBLIC COMMENT AT THIS POINT IN LIGHT OF
13 THE VOLUME. WE BEGIN WITH JULIE CHOW. RACHAEL PE A. CYNTHIA
14 VILLAREAL. ARNOLD SACHS. IF YOU WOULD COME FORWARD AT THIS
15 POINT. PLEASE COME FORWARD QUICKLY THE NAMES THAT I JUST
16 CALLED. AND THE PERSONS TO FOLLOW ARE ISAAC ROBERTO, DEBRA
17 COTTON-THOMAS, CHERYL MARTIN, JEANETTE WHITE. DON'T BE
18 BASHFUL, PLEASE COME FORWARD. AND EACH OF YOU HAVE TWO
19 MINUTES. YOU CAN TAKE ADVANTAGE OF THE TWO MINUTES IF YOU
20 LIKE. AND IF YOU CHOOSE NOT TO TAKE ALL OF THE TIME THAT'S
21 ALLOTTED, THAT'S FINE, AS WELL. ALL RIGHT. PLEASE BE SEATED
22 AND WE CAN PROCEED ACCORDINGLY. MA'AM? YOU MAY PROCEED. YOUR
23 NAME?

24

25 **RACHAEL PE A:** RACHEL PE A.



**The Meeting Transcript of
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1

2 **SUP. RIDLEY-THOMAS, CHAIRMAN:** MISS PENA, PLEASE PROCEED.

3

4 **RACHAEL PE A:** GOOD AFTERNOON, SUPERVISORS. MY NAME IS RACHEL
5 PE A. AND I AM A HOME CARE PROVIDER TO MY HUSBAND. I THANK YOU
6 FOR THE OPPORTUNITY TO SHARE MY STORY WITH YOU TODAY.
7 SUPERVISOR ANTONOVICH, I HAPPEN TO LIVE IN YOUR DISTRICT. AND
8 I AM GLAD YOU ARE HERE TODAY TO HEAR MY TESTIMONY. I'M A
9 RETIRED SCHOOL TEACHER WITH PARTIAL RETIREMENT AND RELY ON THE
10 INCOME I RECEIVE FROM THAT IN-HOME SUPPORTING SERVICES PROGRAM
11 TO MAKE ENDS MEET EVERY MONTH. LAST JUNE, THIS BOARD OF
12 SUPERVISORS UNANIMOUSLY VOTED TO GIVE HOME CARE WORKERS IN LOS
13 ANGELES COUNTY A LIVING RATE OF NINE DOLLARS AND SIXTY-FIVE
14 CENTS AN HOUR. YOU ASK MANY THINGS FROM HOME CARE WORKERS. YOU
15 ASK TO OBTAIN COMMUNITY SUPPORT, WHICH WE DID BY COLLECTING
16 THOUSANDS OF SIGNATURES THAT SUPPORTED OUR LIVING WAGE. YOU
17 ASK THAT WE SHARE WHAT A LIVING WAGE WOULD MEAN TO US. AND WE
18 DID. MEETING AFTER MEETING WE CAME TO YOU TO THIS ROOM AND WE
19 SHARED OUR STRUGGLES AND OUR STORIES. YOU, IN TURN, VOTED
20 UNANIMOUSLY TO SUPPORT OUR LIVING WAGE INCREASE OF NINE
21 DOLLARS AND SIXTY-FIVE CENTS AN HOUR, YET HERE WE ARE AGAIN
22 BECAUSE WE ARE SHORT OF FIFTEEN CENTS, MY HUSBAND AND I LIVE
23 AT LOW INCOME APARTMENT BUILDING AND STRUGGLE EVERY MONTH TO
24 PUT FOOD ON THE TABLE, PAY FOR MEDICINE AND BILLS AND MAKE IT
25 TO THE DOCTOR'S APPOINTMENT. WE HAVE NO CAR.



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1

2 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT, MISS PE A.

3

4 **RACHAEL PE A:** I NEVER IMAGINED AT THIS STAGE.

5

6 **SUP. RIDLEY-THOMAS, CHAIRMAN:** YOUR TIME HAS EXPIRED. YOU CAN
7 WRAP UP AT THIS POINT. THERE ARE OTHER PERSONS WHO ARE GOING
8 TO WANT TO BE HEARD, AS WELL, OKAY?

9

10 **RACHAEL PE A:** OKAY.

11

12 **SPEAKER:** (TRANSLATION) GOOD AFTERNOON, SUPERVISORS, HONORABLE
13 SUPERVISORS. HOW ARE YOU? I'M SO THANKFUL THAT YOU GIVE ME THE
14 OPPORTUNITY TO SPEAK BEFORE YOU. I ESPECIALLY THANK OUR
15 SUPERVISOR, GLORIA MOLINA. BECAUSE I LIVE IN YOUR DISTRICT.
16 I'M A HOME CARE WORKER. I TAKE CARE OF MY MOTHER. I TAKE CARE
17 OF HER 24 HOURS A DAY SO I CANNOT GO OUTSIDE TO LOOK FOR OTHER
18 JOBS. I DON'T WANT TO SEND HER TO A NURSING HOME BECAUSE IT'S
19 VERY COSTLY IN THE NURSING HOME. THAT WOULD MAKE VERY
20 EXPENSIVE FOR OUR GOVERNMENT. BUT THEN MY FINANCIAL SITUATION
21 IS VERY LIMITED. I WOULD LIKE MY MOTHER TO SPEND HER TIME
22 COMFORTABLY IN HER OWN HOME. SO WITH MY CARE AT HOME, THAT
23 WOULD SAVE A LOT OF MONEY FOR THE GOVERNMENT. THE STANDARD OF
24 LIVING IN LOS ANGELES IS VERY HIGH. THE INCOME FOR MY MOTHER'S
25 RETIREMENT IS NOT ENOUGH, SO I HAVE TO USE MY OWN MONEY TO



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1 HELP HER TO PAY RENT, UTILITIES, GAS, WATER AND ALSO MEDICAL
2 EXPENSE. AND ALSO OTHER MISCELLANEOUS EXPENSES SO OUR MONEY IS
3 VERY LIMITED. LAST JUNE, YOU HAVE PROMISED TO GIVE US A LIVING
4 WAGE. YOU HAVE COMMITTED TO GIVE US 65 CENTS RAISE PER HOUR.
5 EVEN UP TO NOW, WE DO NOT GET THE 65 CENTS PER HOUR RAISE.
6 LAST MONTH, WE DID GET THE 50 CENTS RAISE PER HOUR. WHY? SO I
7 WANT TO LET YOU KNOW 15 CENTS IS VERY USEFUL FOR US HOME CARE
8 WORKERS TO HELP TAKE CARE OF OUR SENIORS. IT WOULD HELP US
9 SOLVE A LOT OF LIVELIHOOD MATTERS. SO CAN YOU KEEP YOUR
10 PROMISE AND GIVE US A 15 CENTS RAISE AS YOU PROMISED?

11

12 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. THANK YOU VERY MUCH
13 FOR YOUR TESTIMONY.

14

15 **SPEAKER:** THANK YOU.

16

17 **SUP. RIDLEY-THOMAS, CHAIRMAN:** LET ME JUST --

18

19 **SUP. MOLINA:** COULD YOU TRANSLATE FOR ME TO HER? I WANT TO KEEP
20 MY PROMISE AND I THINK I HAVE. WE PROMISED TO INCREASE THE
21 SALARY ON OUR PART, WHICH I THINK WE DID. THAT IS FROM THE
22 COUNTY PORTION. THE STATE HAS FILED A LAWSUIT ON THE 15 CENTS.
23 HAVE THEY TOLD YOU THAT? OKAY. THE STATE HAS REFUSED TO PAY
24 THEIR PORTION. SO IT ISN'T THE PROMISE THAT WE RENEGED ON.



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1 WE'RE KEEPING UP OUR END. IT WAS ALWAYS CONDITIONED ON THE
2 IDEA THAT THE STATE WOULD MEET THEIR OBLIGATION, AS WELL.

3

4 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT.

5

6 **SUP. MOLINA:** IF WE WERE TO PAY THE 15 CENTS, IT WOULD COST US
7 NINE MILLION DOLLARS A YEAR THAT THE STATE SHOULD PAY. SO
8 TODAY, WE ARE IN DISCUSSIONS WITH THE STATE TO PAY THEIR
9 AMOUNT IN ORDER TO KEEP THEIR PROMISE TO YOU. TODAY WE WORK
10 TOGETHER AND IT'S COUNTY MONEY AND STATE MONEY. WHILE I WOULD
11 LOVE TO HONOR THE PROMISE THAT THE STATE HAS, WE'VE HONORED
12 THE COUNTY PROMISE. BUT WE CANNOT FORCE THE STATE TO PAY THEIR
13 OBLIGATION. THEY'RE IN THE PROCESS OF COMPLETING A LAWSUIT.
14 AND THAT WILL MAKE A DETERMINATION. THEY ARE FIGHTING THE 15-
15 CENT INCREASE.

16

17 **SUP. RIDLEY-THOMAS, CHAIRMAN:** OKAY. NOW LET'S GO TO THE NEXT
18 SPEAKER, SEVERAL OTHERS.

19

20 **SUP. MOLINA:** SHE WANTED TO RESPOND TO ME? MA'AM, DID YOU WANT
21 TO SAY SOMETHING?

22

23 **SUP. RIDLEY-THOMAS, CHAIRMAN:** I THINK WE'RE GOOD NOW. WE HAVE
24 SEVERAL OTHER PEOPLE TO BE HEARD.

25



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1 **SPEAKER:** THANK YOU FOR ANSWERING THE QUESTION.

2

3 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU. NOW LET'S PROCEED

4 WITH THE BALANCE OF THE SPEAKERS. THANK YOU, SUPERVISOR

5 MOLINA. I DID CALL ISAAC ROBERTO. DEBRA COTTON-THOMAS, CHERYL

6 MARTIN. AND THEN MAY I SAY TO YOU THAT NO THIS ITEM IS

7 SCHEDULED FOR US TO TAKE UP AS A BOARD AT OUR NEXT WEEK'S

8 MEETING, THAT IS CORRECT THAT IS A MATTER THAT IS SCHEDULED

9 FOR NEXT WEEK. MA'AM?

10

11 **CYNTHIA VILLARREAL:** GOOD AFTERNOON, BOARD OF SUPERVISORS.

12 THANK YOU FOR HEARING US. MY NAME IS CYNTHIA VILLARREAL AND

13 WITH ME IS MY 22-YEAR-OLD DAUGHTER ELIZABETH. SUPERVISOR

14 KNABE, I LIVE IN YOUR DISTRICT. I AM A HOME CARE WORKER FROM

15 THE CITY OF WHITTIER. I TAKE CARE OF MY DAUGHTER WHO SUFFERS

16 FROM AUTISM AND HAS SPECIAL NEEDS. SHE NEEDS 100 PERCENT

17 PROTECTIVE SUPERVISION AND 24-HOUR CARE BECAUSE WHILE SHE IS A

18 BEAUTIFUL YOUNG WOMAN ON THE OUTSIDE BUT THINKS ON THE LEVEL

19 OF A ONE-YEAR-OLD. ON BEHALF OF MY FELLOW HOME CARE WORKERS, I

20 ASK YOU TO HELP HOME CARE WORKERS RECEIVE 9.65 AN HOUR WHICH

21 WE WERE PROMISED. THIS JANUARY WE RECEIVED 9.50 NOT THE 9.65

22 RAISE WE WERE PROMISED. THE 15 CENTS MAKES A BIG DIFFERENCE

23 FOR ME AND MY FAMILY. I FEEL CHEATED. I FEEL NOT TAKEN

24 SERIOUSLY. I FEEL LIKE WE DID EVERYTHING YOU TOLD US. WE GOT

25 COMMUNITY SUPPORT, WE DID. WE DELIVERED OVER 60,000 SIGNATURES



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1 FROM THE COMMUNITY THAT SUPPORTED OUR LIVING WAGE. WE CAME TO
2 MEETING AFTER MEETING AND LISTENED TO YOU AND ALSO EXPLAINED
3 OUR NEEDS. I FELT YOU UNDERSTOOD HOW IMPORTANT OUR WORK IS
4 BECAUSE HEALTHCARE WORKERS TAKE CARE OF THE MOST VULNERABLE IN
5 OUR COMMUNITY, PEOPLE WITH DISABILITIES AND THE ELDERLY. ONE
6 DAY YOU YOURSELF MAY NEED A HOME CARE WORKER, AND I HOPE THAT
7 YOU HAVE SOMEONE THAT TREATS YOU WITH DIGNITY AND RESPECT. AND
8 BECAUSE ALL MY BROTHERS AND SISTERS BEHIND ME DO THAT EVERY
9 DAY IN THEIR WORK.

10

11 **SUP. RIDLEY-THOMAS, CHAIRMAN:** WE THANK YOU FOR YOUR TESTIMONY.
12 [APPLAUSE.] WE ARE GOING TO PROCEED. THANK YOU. IF YOU CAN
13 ALLOW THE NEXT TWO SPEAKERS TO COME FORWARD, THAT WOULD BE
14 EXCELLENT. ALL RIGHT. NEXT SPEAKERS, PLEASE. PLEASE TAKE YOUR
15 SEATS. SIR?

16

17 **ARNOLD SACHS:** YES, THANK YOU. GOOD AFTERNOON. ARNOLD SACHS,
18 ALTHOUGH THIS ISN'T MY FIGHT, I HAVE NO DOG IN IT, I JUST
19 WOULD HOPE TO HELP CLARIFY THE SITUATION. BASED UPON WHAT
20 SUPERVISOR MOLINA JUST MENTIONED ABOUT THE STATE OWING MONEY
21 AND THE YOUNG LADY MENTIONING TO ME AT NUMEROUS MEETINGS WHERE
22 YOU TALKED ABOUT GETTING THE 65-CENT RAISE, NOW EITHER THESE
23 PEOPLE CAME TO ALL THESE MEETINGS AND MISUNDERSTOOD BECAUSE
24 I'M SURE THAT THE BOARD WOULD HAVE SAID AT THOSE MEETINGS "WE
25 ARE GOING TO PAY 50 CENTS AND THE STATE'S GOING PAY 15". AND



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1 WHEN YOU FIGURE THAT OUT, THEN YOU'LL HAVE YOUR 65 CENTS AND
2 THEY JUST DIDN'T HEAR THAT OR THAT MESSAGE WASN'T MAYBE
3 TRANSLATED SO THEY'RE COMING BACK TO ASK YOU FOR THE 15 CENTS
4 THE STATE NOW OWES. THE STATE MAY HAVE FILED A LAWSUIT, BUT I
5 CAN ALMOST GUARANTEE THAT WHEN THIS WAS BROUGHT UP LAST YEAR,
6 THERE WAS NO DIFFERENTIATION BETWEEN HOW THAT 65 CENTS WOULD
7 BE PAID AND THE ASSUMPTION BY THE PEOPLE SITTING HERE AND AT
8 THOSE MEETINGS WAS THAT 65 CENTS WOULD COME FROM THE COUNTY.
9 SO YOU DEAL WITH THAT. THEY DESERVE THE 65 CENTS. IF YOU MADE
10 THE PROMISE KNOWING THAT THE STATE WAS GOING TO PAY 15 CENTS,
11 THAT'S ON YOU. DON'T MAKE PROMISES THAT SOMEBODY ELSE HAS TO
12 PAY FOR. YOU HEAR THAT IN HEALTHCARE ALL THE TIME. [APPLAUSE.]
13 DON'T MAKE THOSE PROMISES. (GAVEL).

14

15 **SUP. RIDLEY-THOMAS, CHAIRMAN:** MAY I MAKE A REQUEST OF YOU?

16

17 **ARNOLD SACHS:** MY TIME IS RUNNING.

18

19 **SUP. RIDLEY-THOMAS, CHAIRMAN:** I KNOW THAT. IF YOU WOULDN'T
20 MAKE PROVOCATIVE STATEMENTS, PERHAPS. ALL RIGHT. SO IF YOU
21 WOULD JUST SIMPLY INDICATE YOUR AFFIRMATION OF A SPEAKER'S
22 STATEMENT BY ELEVATING YOUR HANDS, THE MESSAGE WILL BE SENT
23 CLEARLY. ALL RIGHT? THANK YOU VERY MUCH.

24

25 **ARNOLD SACHS:** DO I GET MY 10 SECONDS BACK?



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1

2 **SUP. RIDLEY-THOMAS, CHAIRMAN:** YOU WILL. IN PUBLIC COMMENT.
3 PROCEED.

4

5 **ARNOLD SACHS:** THIS IS PUBLIC COMMENT.

6

7 **SUP. RIDLEY-THOMAS, CHAIRMAN:** TAKE IT NOW, THEN. [LAUGHTER.]

8

9 **ARNOLD SACHS:** SO AGAIN WE HEAR THAT ALL TOO OFTEN. YOU HAD 50
10 CENTS TO OFFER, SAY IT'S 50 CENTS. THEY WOULD HAVE UNDERSTOOD
11 THAT. YOU SAY 65 CENTS, PEOPLE EXPECT 65 CENTS. THAT'S 15
12 CENTS.

13

14 **SUP. RIDLEY-THOMAS, CHAIRMAN:** NUMBERS ARE WRONG.

15

16 **ARNOLD SACHS:** THAT'S NOT TRUE.

17

18 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THE NUMBERS ARE INCORRECT.

19

20 **SUP. KNABE:** YOU'RE SITTING HERE MAKING OUTRAGEOUS STATEMENTS
21 WHEN YOU DON'T KNOW THE FACTS. SUPERVISOR MOLINA WAS VERY
22 CLEAR.

23

24 **ARNOLD SACHS:** I ABSOLUTELY HEARD THAT.

25



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1 **SUP. KNABE:** THAT'S EXACTLY WHAT WE DID.

2

3 **ARNOLD SACHS:** THE PERSON SITTING NEXT TO ME SAID THEY'VE BEEN
4 TO NUMEROUS MEETINGS. SHE DIDN'T UNDERSTAND IT. BECAUSE I
5 HEARD IT DIFFERENTLY.

6

7 **SUP. RIDLEY-THOMAS, CHAIRMAN:** MR. SACHS, YOU JUST HAVE THE
8 NUMBERS. PARDON ME, SUPERVISOR MOLINA, BUT THE POINT IS THE
9 NUMBERS ARE INCORRECT THAT YOU SAID. IT'S NOT 65 CENTS. IT'S
10 9.50 TO 65 IS 15 CENTS. NEXT SPEAKER PLEASE. PLEASE PROCEED.

11

12 **ISAAC ROBERTO:** GOOD AFTERNOON, DISTINGUISHED SUPERVISORS, MY
13 NAME IS ISAAC ROBERTO AND I'M HERE AS A CHILDREN'S SOCIAL
14 WORKER FROM THE WATER RIDGE OFFICE SERVICING SPA SIX AND
15 SERVICE AREA 2. I WANT TO BRING TO YOUR ATTENTION THE MATTER
16 OF CHILD SAFETY. THERE'S CONCERN WITH THE FACT THAT
17 OVERCROWDING AND HIGH CASELOADS HAS ON CHILD SAFETY. CURRENTLY
18 WATER RIDGE HAS BOTH OF THOSE ISSUES GOING ON. THERE WILL BE A
19 MATTER BROUGHT TO YOUR ATTENTION SOON REGARDING THE LEASE
20 SPACE FOR WATER RIDGE. CURRENTLY IT'S GOING TO BE PRESENTED AS
21 IS. WE ARE REQUESTING THAT THE BOARD CONSIDER ADDING
22 ADDITIONAL LEASE SPACE IN ORDER TO PREVENT PLACING THE
23 FAMILIES WE SERVICE AT A DISADVANTAGE. SOME OF THE
24 DISADVANTAGES INCLUDE LOW RESPONSE TIME, INCREASED RESPONSE
25 TIME FOR DURATION OF INVESTIGATIONS. DECREASED PRODUCTIVITY BY



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1 THE WORKERS. HISTORICALLY, THE ISSUE WITH SPACING HAS BEEN
2 SOLVED BY SPLITTING OUR WATER RIDGE OFFICE INTO NORTH AND
3 SOUTH. THAT CREATES A DISPROPORTIONATE RESPONSE ,FORCING
4 FAMILIES TO GO OUTSIDE OF THEIR COMMUNITY. FOR EXAMPLE, THE
5 TORRANCE OFFICE, IT ALSO CREATES LOGISTICAL PROBLEMS WHERE THE
6 TORRANCE DOESN'T TAKE THE REGULAR BUS TOKENS, THINGS MUCH THAT
7 NAY TOUR. THERE IS SOLUTION. THERE ARE SPACE AVAILABLE IN THE
8 WATER RIDGE OFFICE CURRENTLY. BOTH SUITE 100 IN BUILDING 5100
9 GOLD LEAF CIRCLE HAS 6,000 SQUARE FEET AVAILABLE AND SUITE 250
10 HAS 7,000 SQUARE FEET AVAILABLE. I WANT TO THANK SUPERVISOR
11 ANTONOVICH FOR BRINGING THE ATTENTION TO THE PUBLIC THAT OUR
12 HANDS ARE KIND OF TIED AS SOCIAL WORKERS. AND WE WOULD LIKE
13 THAT SOME CHANGES BE MADE IN ORDER TO GIVE US ADDITIONAL SPACE
14 AND CASELOADS THAT ABIDE BY THE MEMORANDUM OF UNDERSTANDING.
15 THANK YOU FOR YOUR TIME.

16

17 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU FOR YOUR TIME AND YOUR
18 TESTIMONY. ALL RIGHT. DEBORAH COTTON-THOMAS. [APPLAUSE.]

19

20 **DEBORAH COTTON-THOMAS:** IT'S A PLEASURE TO HAVE THE OPPORTUNITY
21 TO SPEAK WITH YOU THIS MORNING, HONORABLE BOARD OF
22 SUPERVISORS, MEMBERS. WE WANT TO ACKNOWLEDGE TO THE BOARD THAT
23 THERE WILL BE AN AGENDA ITEM IN THE FUTURE REGARDING SIGNING
24 THE LEASE FOR RENTING SPACE IN THE WATER RIDGE OFFICE. THE
25 DEPARTMENT OF CHILDREN AND FAMILY SERVICES HAS NOT PROVIDED



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1 OUR STAFF WITH A BUILDING THAT IS CONDUCIVE, LARGE ENOUGH TO
2 SERVE THE URBAN POPULATION WITHIN THE REGION THAT WATER RIDGE
3 SERVES. THE DEPARTMENT HAS FURTHER FAILED TO PROVIDE ADEQUATE
4 STAFFING TO SERVICE THE POPULATION THAT THE WATER RIDGE REGION
5 SERVES. THESE ISSUES HAVE BEEN PLACED ON OUR LABOR MANAGEMENT
6 AGENDA REPEATEDLY FOR MONTH AFTER MONTH, AND FAILURE TO
7 ADDRESS THE ISSUES PLACES OUR CLIENTS AT A DISADVANTAGE.
8 SOCIAL WORKERS REQUIRE A DESK TO COMPLETE COURT REPORTS,
9 REQUIRED PAPERWORK, TO WORK ON C.W.S., OUR STATEWIDE COMPUTER
10 SYSTEM DOCUMENTING OUR SCHOOL REPORTS, HOME VISITS, MEDICAL
11 INFORMATION. WHEN STAFF HAS TO WAIT FOR A COMPUTER OR SPEND
12 TIME LOOKING FOR AN AREA FREE TO WORK, IT TAKES AWAY PRECIOUS
13 WORK TIME. AND THIS IS NOT EFFICIENT. OUR SOCIAL WORKERS NEED
14 TO COMPLETE HOME VISITS, SAFETY ASSESSMENTS AND THE REQUIRED
15 TASKS TO ENSURE SAFETY. OUR STAFF IS SQUEEZED INTO AN OFFICE
16 SPACE THAT IS TOO SMALL TO ACCOMMODATE THE PEOPLE REQUIRED TO
17 BE IN THE BUILDING. THE WATER RIDGE OFFICE OPENED SOMETIME
18 DURING THE YEAR OF 2000. WITHIN TWO YEARS, THE STAFF HAD
19 OUTGROWN THE BUILDING AND STAFF WAS TEMPORARILY SENT TO SIT IN
20 THE TORRANCE OFFICE. IN ALL THE YEARS, NUMEROUS CHILDREN
21 SERVICES OFFICES HAVE BEEN RELOCATED AND EXPANDED. THIS OFFICE
22 HAS THE LARGEST NUMBER OF FAMILIES TO SERVE. WE CURRENTLY HAVE
23 3265 CHILDREN, AND OUR OFFICE REQUIRES 373 STAFF. THAT'S LIKE
24 CLERICAL AND ALL. WE HAVE 33 PEOPLE THAT ARE MOBILE WORKERS,
25 AND WE DO NOT HAVE THE MOBILE STATIONS. I JUST WANT YOU TO



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1 KNOW THAT WE WANT TO ENSURE CHILD SAFETY AND PROVIDE
2 PERMANENCY TO OUR CHILDREN IN THE MOST EFFICIENT AND EFFECTIVE
3 WAY. AND I THANK YOU FOR YOUR CONSIDERATION OF PROVIDING MORE
4 STAFF FOR OUR -- I MEAN MORE SPACE FOR OUR OFFICE.

5

6 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH FOR YOUR
7 TESTIMONY.

8

9 **DEBORAH COTTON-THOMAS:** YOU'RE WELCOME.

10

11 **SUP. RIDLEY-THOMAS, CHAIRMAN:** MAY I NOW CALL ON JEANETTE
12 WHITE, DENISE PAZ. YOUR NAME, MA'AM?

13

14 **SHERYL MARTIN:** SHERYL MARTIN.

15

16 **SUP. RIDLEY-THOMAS, CHAIRMAN:** AS THEY COME YOU MAY SPEAK, MISS
17 MARTIN.

18

19 **SHERYL MARTIN:** YES. GOOD AFTERNOON, SUPERVISORS. I THANK YOU
20 FOR THE OPPORTUNITY TO AIR MY GRIEVANCE BEFORE YOU. I AM
21 BEFORE YOU BECAUSE I RECEIVED A PEDESTRIAN TICKET OF 490
22 DOLLARS THIS WAS FOR WHEN THE RAILWAY SOUNDED, THE SOUND
23 SOUNDED FOR THE TRAINS TO GO BY, I WENT INTO A LITTLE SECTION
24 THERE BECAUSE THE TRAIN WASN'T COMING ON MY SIDE. BUT, ANYWAY,
25 I WAS GIVEN A TICKET, BUT I WAS SHOCKED WHEN I FOUND THE



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1 AMOUNT OF THE TICKET WAS 490 DOLLARS. SO I RESEARCHED IT, I
2 WENT DOWN TO THE LAW LIBRARY AND FOUND OUT THAT THE TICKET
3 SHOULD BE 100 DOLLARS. BUT THE EXPLANATION THAT IS GIVEN, IF
4 YOU WILL TURN TO THE SECOND PAGE OF WHAT I HAD JUST GIVEN YOU,
5 IT SAYS "WHY IS THE PRICE OF THE TICKET SO HIGH? THE BASE FINE
6 IS A VIOLATION. HOWEVER, IT IS BETWEEN 20 DOLLARS AND 100
7 DOLLARS. HOWEVER, THE STATE ASSESSED ADDITIONAL FINES." NOW I
8 RESEARCHED THESE, I FOUND NO ADDITIONAL FINES. SO I'D LIKE TO
9 KNOW HOW A 100 DOLLAR TICKET CAN BE MARKED UP ALMOST 400
10 PERCENT. I JUST DON'T UNDERSTAND IT. AND I'M BRINGING IT
11 BEFORE YOU SO CAN CLARIFY IT FOR ME.

12

13 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. THERE IS A LIAISON
14 FROM THE SHERIFF'S OFFICE OF THE DEPARTMENT ITSELF WHO CAN
15 CLARIFY THAT ANSWER FOR YOU, THAT QUESTION IS APPROPRIATE. AND
16 IF YOU WOULD JUST FIND YOURSELF THERE AND TAKE A SEAT.

17

18 **SHERYL MARTIN:** BECAUSE IT ISN'T IN THE CODE. IT IS NOT IN THE
19 CODE, THE FINES. I ASKED, WELL, WHAT ARE THE ADDITIONAL FINES?

20

21 **SUP. RIDLEY-THOMAS, CHAIRMAN:** MA'AM, I APPRECIATE YOUR
22 QUESTION. AND THERE IS THE PERSON HERE TO ANSWER IT. ALL
23 RIGHT? THANK YOU VERY MUCH. ALL RIGHT. LET'S PROCEED WITH THE
24 BALANCE OF THE SPEAKERS, PLEASE. I'VE CALLED ON ADDITIONAL
25 PERSONS. MA'AM, YOUR NAME?



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1

2 **DENISE PAZ:** HI, MY NAME IS DENISE. AND I RESIDE IN THE COUNTY
3 OF LOS ANGELES.

4

5 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT, DENISE. HOLD IT JUST
6 A SECOND. LOUIS JAMES. TINA JAMES. AND TERRY SIGMUND. THOSE
7 ARE THE BALANCE OF THE PERSONS TO COME BEFORE US TODAY. AND
8 THAT WILL CONCLUDE OUR PUBLIC COMMENT PORTION OF THE MEETING.
9 THANK YOU.

10

11 **DENISE PAZ:** COULD I START NOW?

12

13 **SUP. RIDLEY-THOMAS, CHAIRMAN:** YOU MAY.

14

15 **DENISE PAZ:** I'M HERE ON BEHALF OF D.C.F.S. CORRUPTION. I'M A
16 MOTHER WHO LOST MY PARENTAL RIGHTS DUE TO REPORTING TO THE
17 SHERIFF'S STATION THAT MY SON WAS TORTURED IN FOSTER CARE AND
18 SEXUALLY ABUSED. MY SON WAS FULLY POTTY TRAINED WHEN HE WAS
19 AWARDED TO THE SYSTEM. MOREOVER, MY SON WAS IN DIAPERS AND
20 DEFECATING ON HIMSELF. THE FOSTER KID, BECAUSE I DON'T WANT TO
21 CONSIDER HIM FOSTER BROTHER, WHO ABUSED MY SON AND TORTURED MY
22 SON, WAS CONVICTED IN JUVENILE COURT FOR ADMITTING TO SEXUALLY
23 ABUSING MY CHILD. MOREOVER, MY PARENTAL RIGHTS WERE TERMINATED
24 AND I COULDN'T VOICE, I COULDN'T GIVE MY OPINION OR ANYTHING.
25 I JUST SAW THE L.A. TIMES AND THIS KEEPS ON GOING. AND AS YOU



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1 CAN SEE, YOU KNOW, KIDS ARE BEING TORTURED AND SODOMIZED. I
2 DON'T KNOW WHAT'S GOING ON, IF -- WHO IS -- THE INVESTIGATORS
3 ARE NOT FULLY EQUIPPED TO MAKE THESE DECISIONS? BUT I'M GOING
4 TO BE HERE EVERY TUESDAY TO REMIND YOU GUYS THAT THE SYSTEM IS
5 CORRUPTED, CORRUPTED, CORRUPTED. SO I JUST HOPE THAT SOMETHING
6 CAN BE DONE AND YOU GUYS CAN TRAIN YOUR STAFF PROPERLY SO THEY
7 CAN DO A THOROUGH INVESTIGATION ON THESE CASES BECAUSE IT'S
8 VERY ALARMING HOW CHILDREN ARE BEING ABUSED AND SODOMIZED IN
9 FOSTER CARE SUCH AS MY SON.

10

11 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT. THANK YOU VERY MUCH
12 FOR YOUR TESTIMONY, MA'AM. THANK YOU VERY MUCH. ALL RIGHT.
13 MISS JAMES?

14

15 **TINA JAMES:** YES, I'M TINA JAMES, AND I'D LIKE TO SAY HELLO,
16 GOOD EVENING TO SUPERVISORS AND ESPECIALLY TO MARK RIDLEY-
17 THOMAS, MY SUPERVISOR.

18

19 **SUP. RIDLEY-THOMAS, CHAIRMAN:** ALL RIGHT.

20

21 **TINA JAMES:** AGAIN, I'M SAYING GOOD MORNING TO THE SUPERVISORS
22 AND TO MARK RIDLEY-THOMAS, OUR SUPERVISOR. THIS IS MY HUSBAND
23 LOUIE JAMES AND I'M TINA JAMES AND I'M HERE TO SAY THAT HE'S
24 BEEN MY PROVIDER FOR 10 YEARS NOW. AND THAT HE HAS BEEN FACED
25 WITH THE REDUCTION OF WHAT WAS 9.65 AN HOUR TO 9.50 AN HOUR.



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1 AND WE HOPE THAT YOU'LL RECONSIDER THAT AND GIVE WHAT YOU
2 PROMISED.

3

4 **LOUIS JAMES:** THANK YOU, TINA. I'M LOUIE JAMES, I'M TINA'S HOME
5 CARE PROVIDER. AND I WANTED TO THANK YOU GUYS FOR THE LIVING
6 WAGE INCREASE THAT WAS PROMISED TO US LAST YEAR. WHAT WE'D
7 LIKE TO DO -- UNFORTUNATELY WE ONLY RECEIVED NINE DOLLARS AND
8 50 CENTS. AND WHILE THAT 15 CENTS DOESN'T SEEM TO BE MUCH, IT
9 DOES MAKE A BIG DIFFERENCE FOR MY FAMILY. AND THE OPPORTUNITY
10 TO PAY OUR BILLS AND TO CONTINUE TO POSITIVELY CONTRIBUTE TO
11 OUR SOCIETY AND COMMUNITY, THE COST OF LIVING CONTINUES TO GO
12 UP EVERY YEAR. AND WE'RE THANKFUL THAT WE'RE BEGINNING TO
13 CATCH UP, HOWEVER, THOSE 15 CENTS DO ADD UP AND THEY MAKE A
14 DIFFERENCE IN BUYING GROCERIES, PAYING BILLS ON TIME, BUYING
15 GAS TO VISIT OUR GRANDCHILDREN, WHO, BY THE WAY, ARE TWINS,
16 SUPERVISOR RIDLEY-THOMAS. SO YOU GOT TO KEEP UP WITH TWINS, AS
17 YOU SO KNOW. SO WE'RE HERE TODAY TO ASK SUPERVISOR RIDLEY-
18 THOMAS IF YOU WILL KEEP YOUR PROMISE THAT YOU MADE MONTHS AGO
19 TO INSURE THAT THE HOME CARE WORKERS IN LOS ANGELES WILL
20 RECEIVE THE FULL LIVING WAGE INCREASE THAT THE COUNTY HAD
21 PROMISED AND ALREADY PUT IN PLACE.

22

23 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH.

24

25 **LOUISE JAMES:** THANK YOU. WE LOOK FORWARD TO IT.



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1

2 **SUP. RIDLEY-THOMAS, CHAIRMAN:** YES, SIR. I FULLY INTEND TO
3 PRESS UNTIL WHAT WE HOPE WOULD BE THE CASE WILL IN FACT BE THE
4 CASE. I DON'T INTEND TO TURN BACK UNTIL WE GET THE BUSINESS AT
5 HAND ACCOMPLISHED. ALL RIGHT? NEXT SPEAKER, PLEASE.

6

7 **SPEAKER:** I'M HERE TO TALK ABOUT THE D.C.F.S. REPORT AS WELL AS
8 MY SON'S SITUATION.

9

10 **SUP. RIDLEY-THOMAS, CHAIRMAN:** YES.

11

12 **SPEAKER:** THIS REPORT NEGLECTS TO MENTION THAT THE VAST
13 MAJORITY OF KIDS TAKEN ARE BROWN. IT IS A VERY UNIQUE ANGLE OF
14 GENOCIDE THAT I'VE NEVER SEEN BEFORE. THE BROWN PERSON DOES
15 NOT GET OFFICIALLY ENSLAVED OR KILLED BUT INSTEAD GETS
16 INSTITUTIONALIZED AS A CHILD WITH D.C.F.S. AND ONCE THE COUNTY
17 SUCKED EVERY LAST FEDERAL FUNDING DOLLAR OUT OF KIDS THEY KICK
18 HIM ON THE STREET AND THEN THEY GRADUATE INTO THE PRISON
19 SYSTEM, A LIFE WASTED, A LIFE NEVER LIVED. I REFUSE TO BELIEVE
20 THIS RACIST STATEMENT THAT BROWN PEOPLE CAN'T RAISE KIDS BUT
21 INSTEAD 200 KIDS A WEEK IN L.A. COUNTY GET TAKEN FROM THEIR
22 HOMES. LET ME SHOW YOU WHAT HAPPENS IN FOSTER CARE. HERE'S THE
23 D.C.F.S. STATEMENT. MY SON'S WEIGHT IS JUST FINE. AND HERE'S
24 THE MEDICAL CHART WHICH IS SHOWING THAT HE'S UNDERWEIGHT. THIS
25 IS ACCORDING TO THE GERMAN HEALTHY CHART AND THIS IS ACCORDING



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1 TO THE C.D.C. CHECK FROM AMERICA. ON BOTH CONTINENTS MY SON'S
2 B.M.I. AT 139-CENTIMETER AND 29.9-KILOGRAMS IS CATEGORIZED AS
3 UNDERWEIGHT. IT'S ACTUALLY QUITE OFF THE CHART. THIS IS WHERE
4 MY SON'S AT. QUITE OFF THE CHART. MY SON THEY'RE CLAIMING IN
5 THE REPORT THAT MY SON'S WEIGHT IS FINE AND THAT I'M, WHAT A
6 LIE. IN FACT, USE YOUR EYES AND SEE ON THE PICTURE, DOES THIS
7 LOOK LIKE A HEALTHY WEIGHT TO YOU? THE D.C.F.S. REFUSES TO
8 HAVE ME HAVE ACCESS TO MY SON'S MEDICAL RECORD, WHICH IS BY
9 LAW MY RIGHT BASED ON GREEN VERSUS CAMRETTA AND YOUR 14TH
10 AMENDMENT. MY SON IS SEVERELY DEPRESSED, SLIT HIS WRIST AFTER
11 HE WAS TAKEN FROM ME AGAIN. WHEN THE JUDGE RETURNED MY KIDS TO
12 ME AND THE D.C.F.S. APPEALED IT. MY SON, I DID NOT SEE FOR
13 THREE WEEKS AND AFTER I SAW HIM AGAIN WHEN HE WAS RETAKEN, I
14 SAW HIM LOOK LIKE CONCENTRATION CAMP INMATE. HE LOST SEVERE
15 WEIGHT. AND HE HAD SLIT WRISTS.

16

17 **SUP. RIDLEY-THOMAS, CHAIRMAN:** THANK YOU VERY MUCH FOR YOUR
18 TESTIMONY. THAT CLOSES THE PUBLIC COMMENT FOR TODAY'S MEETING.
19 MADAM EXECUTIVE OFFICER?

20

21 **SACHI HAMAI, EXEC. OFFICER:** MR. CHAIRMAN, I THINK IF YOU'D
22 LIKE TO ADJOURN THE MEETING?

23

24 **SUP. RIDLEY-THOMAS, CHAIRMAN:** SEEING THAT THERE IS NO OTHER
25 BUSINESS TO COME BEFORE US, THERE'S NO COMMENT TO BE MADE BUY



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1 OTHER MEMBERS, WE STAND ADJOURNED UNTIL NEXT TUESDAY AT THE
2 REGULARLY SCHEDULED TIME. THANK YOU FOR YOUR ATTENDANCE TODAY.

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1 I, JENNIFER A. HINES, Certified Shorthand Reporter Number
2 6029/RPR/CRR qualified in and for the State of California, do
3 hereby certify:

4 That the transcripts of proceedings recorded by the Los
5 Angeles County Board of Supervisors February 19, 2013,
6 were thereafter transcribed into typewriting under my
7 direction and supervision;

8 That the transcript of recorded proceedings as archived
9 in the office of the reporter and which have been provided to
10 the Los Angeles County Board of Supervisors as certified by
11 me.

12 I further certify that I am neither counsel for, nor
13 related to any party to the said action; nor
14 in anywise interested in the outcome thereof.

15 IN WITNESS WHEREOF, I have hereunto set my hand this
16 first day of March, 2013, for the County records to be used
17 only for authentication purposes of duly certified transcripts
18 as on file of the office of the reporter.

19

20 JENNIFER A. HINES

21 CSR No. 6029/RPR/CRR

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